

Federal Student Aid
FY 2007 Operations Plan

FY 2007 PROJECT NUMBER	FY 2006 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
TIER 1 - ANNUAL ACTIVITIES														
1.1		Develop and provide effective tools for monitoring the performance of the portfolio held by Federal Student Aid.	Bus Ops - Immediate Office	Phillips	Support specific objectives of Program Integrity and customer service as defined in Federal Student Aid Five Year Plan (2006-2010) core objectives, and the President's Management Agenda. Specific focus is provided on the performance of the Title IV portfolio related to risk of loss to the taxpayer and the impact of loss to the student/borrower.	Provide a rolling delinquency analysis to access patterns of performance or non performance of delinquent loans in the Direct Loan program.	10/1/06	5/31/07		X	X		X	X
1.2		Develop and provide effective tools to assist Financial Partners and Application, Operations and Delivery Service to access performance of Guaranty Agencies (GA's), lenders and schools.	Bus Ops - Immediate Office	Phillips	Support specific objectives of Program Integrity and customer service as defined in Federal Student Aid Five Year Plan (2006-2010) core objectives, and the President's Management Agenda. Specific focus is provided on the performance of the Title IV portfolio related to risk of loss to the taxpayer and the impact of loss to the student/borrower.	-Expand current performance reporting and analysis to encompass all areas of Business Operations including GA's, schools, lenders, etc. by 1/31/2007. -Assist developing the Data Analysis Report for 2006-2007 for the schools participating in the Quality Assurance (QA) Program (beginning 12/1/2006).	10/1/06	9/30/07		X	X		X	X
1.3		Perform financial risk assessment and provide recommendations to mitigate risk of loss in the Title IV programs.	Bus Ops - Immediate Office	Phillips	Support specific objectives of Program Integrity and customer service as defined in Federal Student Aid Five Year Plan (2006-2010) core objectives, and the President's Management Agenda. Specific focus is provided on the performance of the Title IV portfolio related to risk of loss to the taxpayer and the impact of loss to the student/borrower.	-Calculate the cumulative lifetime default rate (CLTDR) for PLUS loans by school and parent income. -Conduct an analysis of the impact of capitalization of interest and the ability of the borrower to repay the student aid obligation by 5/31/2007.	10/1/06	9/30/07		X	X		X	X
1.4		Continually monitor and report on accomplishments related to the President's Management Agenda's (PMA) "Eliminate Improper Payments" initiative.	Bus Ops - Immediate Office	Ackermann	Actively address the risks that have been identified, mitigate the additional risks associated with the potential for improper or erroneous payments in the Title IV program.	Provide monthly reports on this item based on status reports on other annual plan activities related to President's Management Agenda (PMA) "Eliminate Improper Payments" initiative. Comply with Improper Payments Information Act of 2002 Legislation. Report estimate improper payments and report results and other items related to this initiative as needed.	10/1/06	9/30/07		X	X		X	X

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2.1	1.3	Improve Application, Operation and Delivery Service customer interaction through customer feedback.	Bus Ops - App, Ops & Del Srvs	Roemer/ Leith	Customer feedback should drive product development and communication.	-Track the topics of inquiries received by Research and Customer Care Center (R&CCC) by reviewing the R&CCC tracking system on a quarterly basis. -Provide quarterly reports on inquiry topics to Policy Liaison and Implementation (PLI) and Research and Publications for development of additional guidance or additional information that could be incorporated into the subsequent Federal Student Aid Handbook. -Monitor customer feedback and identify at least one needed change to a system or procedure as a result of customer feedback. -Implement a different call center tracking system. -Common Origination and Disbursement (COD) achieves an American Customer Satisfaction Index (ACSI) score of 77 or higher.	10/1/06	9/30/07					X	X
2.1.1	1.3.3	Improve customer service to schools by monitoring customer input at the R&CCC.	Bus Ops - App, Ops & Del Srvs	Roemer	Federal Student Aid needs to assure that customers find value in its products and services.	-Track the topics of inquiries received by R&CCC by reviewing the R&CCC tracking system on a quarterly basis. -Provide quarterly reports on inquiry topics to PLI and Research and Publications for development of additional guidance or additional information that could be incorporated into the subsequent Federal Student Aid Handbook. -Monitor customer feedback and identify at least one needed change to a system or procedure as a result of customer feedback. -Implement a different call center tracking system.	10/1/06	9/30/07						X
2.1.2	1.3.4	Monitor customer feedback for COD.	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid needs to assure that customers find value in its products and services.	COD achieves an ACSI score of 77 or higher.	10/1/06	9/30/07					X	X
2.2	1.4	Manage Application Processing System [Central Processing System (CPS), Free Application for Federal Student Aid (FAFSA) on the Web (FOTW), Federal Student Aid PIN Web site, Financial Aid Administrators (FAA) Access to CPS Online, Participation Management (PM), the Institutional Student Information Report (ISIR) Datamart, and related application products].	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid must process student application information and deliver those results to delivery partners.	- Successfully implement the CPS for the 2007-08 processing cycle on 1/1/2007. The CPS daily production schedule will be met no less than 99% of the time, and reprocessing of records is limited to no more than one instance per month. - Conduct system performance testing and perform careful analysis of capacity needs so that the system can handle all application activity, including activity during peak application periods.	10/1/06	9/30/07						X

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2.3	1.5	Deliver Electronic Data Exchange (EDEXpress) PC products to schools.	Bus Ops - App, Ops & Del Srvs	Leith	EDEXpress PC products are for schools to use in sending and receiving application and disbursement-related information electronically to manage student eligibility determination and awarding of Title IV grants and loans.	-Deliver 508-compliant Global, Application Processing, and Packaging modules on schedule for the 2007-08 award cycle. The product is scheduled for release on 1/2/2007. -Deliver 508-compliant Grant [Pell Grant, Academic Competitiveness Grant (ACG), National Science and Mathematics Access to Retain Talent Grant (National SMART Grant)] module and Direct Loan (Subsidized, Unsubsidized, PLUS for parent and graduate/professional student borrowers) module on schedule for the 2007-2008 award cycle. This product is scheduled for release on 3/31/2007. -Deliver 508-compliant utility product for cash management, database rebuild, compare of School Account Statement (SAS) to EDEXpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2007-08 award cycle. This product is scheduled for release on 7/9/2007.	10/1/06	9/30/07						X
2.3.1	1.5.1	Deliver the 2007-2008 EDEXpress Release 1.0 software, consisting of the Global, Application Processing, and Packaging modules.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant Global, Application Processing, and Packaging modules on schedule for the 2007-08 award cycle. The product is scheduled for release on 1/2/2007. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 4/2/2007.	10/1/06	4/2/07						X
2.3.2	1.5.2	Deliver the 2007-2008 EDEXpress Release 2.0 software, consisting of the COD module comprised of the Pell Grant, ACG, and National SMART Grant module and the Direct Loan module.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant Grant (Pell Grant, ACG, National SMART Grant) module and Direct Loan (Subsidized, Unsubsidized, PLUS for parent and graduate/professional student borrowers) module on schedule for the 2007-2008 award cycle. This product is scheduled for release on 3/31/2007. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 6/29/2007.	10/1/06	8/16/07						X

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2.3.3	1.5.3	Deliver the 2007-2008 EDExpress Direct Loan Tools v7.0 software.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant utility product for cash management, database rebuild, compare of SAS to EDExpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2007-08 award cycle. This product is scheduled for release on 7/9/2007. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 10/7/2007. We will be able to monitor/report through 10/5/2007 (last FY 2007 reporting date) and amend if necessary before annual report is completed.	10/1/06	9/30/07						X
2.4	1.6	Administer Pell Grant, ACG, and National SMART Grant and Direct Loan activities.	Bus Ops - App, Ops & Del Srvs	Leith	Schools need funding mechanisms to report disbursement activity and establish funding levels.	-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. -For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. -All issues that are "defects" assigned "C" (Critical), "1" (High), "2" (Medium) severity will be completed or closed out within 60 days. -Pell Grant, ACG, and National SMART Grant initial authorization levels for the 2007-08 Academic Year (AY) will be in the COD System by 6/1/2007 and available for schools. Note: A final decision concerning whether or not to generate an Initial Authorization for the ACG and National SMART Grant programs is pending decision by Federal Student Aid, Office of Postsecondary Education, and Budget Service.	10/1/06	9/30/07		X				X

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						<p>-Issue Pell Grant Administrative Cost Allowance (ACA) payments for the 2006-07 AY at least two times by 9/30/2007.</p> <p>-Reject 100% of 2005-06 Pell Grant "upward adjustment" data after 9/30/2006 unless school is granted administrative relief or is sending post POP resolution data</p> <p>-Successfully reconcile monthly obligations for Pell Grant, ACG, and National SMART Grant programs within 15 business days of the end of the month.</p> <p>-Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with Pell Grant drawdowns that significantly exceed accepted disbursements.</p> <p>-After 1/17/2007, analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with ACG and/or National SMART Grant drawdowns that significantly exceed accepted disbursements.</p> <p>-Reject 2005-06 Direct Loan Program Year data after 7/31/2007 unless school is granted Extended Processing as approved by management.</p> <p>-Successfully reconcile monthly drawdowns for Direct Loan Program within 15 business days of the end of the month.</p> <p>-Freeze cash for all schools that have unsubstantiated Direct Loan cash balances (cash greater than posted and accepted disbursements) for more than 60 days unless management determines otherwise. Note: FY 2007 data will create a baseline measurement for future improvement.</p>								

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2.4.1	1.6.1	Issue COD software release.	Bus Ops - App, Ops & Del Srvs	Leith		-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. The failure rate is determined by dividing the number of test packages/scripts that Federal Student Aid fails by the number of test packages/scripts submitted to Federal Student Aid and tested. -For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. The percentage of new defects will be determined by dividing the number of new defects detected after a service pack implementation by the number of service tickets (defects and enhancements) the service pack attempted to resolve. -All issues that are "defects" assigned "C" (Critical), "1" (High), "2" (Medium) severity will be completed or closed out within 60 days. Defects are programming problems related to a release the contractor is obligated to fix.	10/1/06	9/30/07		X				X
2.4.2	1.6.2	Set Pell Grant, ACG, and National SMART Grant initial authorization levels for upcoming AY by 6/1/2007.	Bus Ops - App, Ops & Del Srvs	Leith		Pell Grant, ACG, and National SMART Grant initial authorization levels for the 2007-08 AY will be in the COD System by 6/1/2007 and available for schools. Note: A final decision concerning whether or not to generate an Initial Authorization for the ACG and National SMART Grant programs is pending decision by Federal Student Aid, Office of Postsecondary Education, and Budget Service.	10/1/06	6/1/07						X
2.4.3	1.6.3	Issue Pell Grant ACA payments to schools at least two times during an AY.	Bus Ops - App, Ops & Del Srvs	Leith		Issue Pell Grant ACA payments for the 2006-07 AY at least two times by 9/30/2007.	3/1/07	9/30/07						X
2.4.4	1.6.4	Cease acceptance of Pell Grant AY data after Sep 30 of AY unless school is granted administrative relief.	Bus Ops - App, Ops & Del Srvs	Leith		Reject 100% of 2005-06 Pell Grant "upward adjustment" data after 9/30/2006 unless school is granted administrative relief or is sending post POP resolution data.	10/1/06	9/30/07						X
2.4.5	1.6.5	Perform monthly reconciliation of obligations between feeder system and Education Central Automated Processing System (EDCAPS) within 15 business days of end of month.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully reconcile monthly obligations for Pell Grant, ACG, and National SMART Grant programs within 15 business days of the end of the month.	10/1/06	9/30/07		X				X

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2.4.6	1.6.6	Compare Pell Grant, ACG, and National SMART Grant school drawdown with net accepted and posted disbursements in COD for 30-day reporting compliance.	Bus Ops - App, Ops & Del Srvs	Leith		<p>-Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with Pell Grant drawdowns that significantly exceed accepted disbursements. That is, those schools with 100% unsubstantiated cash greater than 30 days since drawdown of \$30,000 or more.</p> <p>-After 1/17/2007, analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with ACG and/or National SMART Grant drawdowns that significantly exceed accepted disbursements. That is, those schools with 100% unsubstantiated cash greater than 30 days since drawdown of \$30,000 or more.</p>	10/1/06	9/30/07		X				X
2.4.7	1.6.7	Close out applicable Direct Loan Program Year by July 31 of the calendar year.	Bus Ops - App, Ops & Del Srvs	Leith		Reject 2005-06 Direct Loan Program Year data after 7/31/2007 unless school is granted Extended Processing as approved by management.	7/1/07	9/30/07						X
2.4.8		Perform monthly reconciliation of Direct Loan data between COD System and EDCAPS within 15 business days of end of month.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully reconcile monthly drawdowns for Direct Loan Program within 15 business days of the end of the month.	10/1/06	9/30/07		X				X
2.4.9		Perform weekly monitoring of Direct Schools with unsubstantiated cash.	Bus Ops - App, Ops & Del Srvs	Leith		Freeze cash for all schools that have unsubstantiated Direct Loan cash balances (cash greater than posted and accepted disbursements) for more than 60 days unless management determines otherwise. Note: FY 2007 data will create a baseline measurement for future improvement.	10/1/06	9/30/07		X				X
2.5	1.7	Administer Campus-Based activities.	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid needs a mechanism to award future campus-based aid, and schools need to be able to communicate how they have spent the funds and their future funding needs.	<p>-Publish annual combined Campus-Based notice in Federal Register by 3/30/2007.</p> <p>-E-mail tentative award notices to schools by 1/31/2007.</p> <p>-E-mail final award notices to schools by 4/1/2007.</p> <p>-Successfully implement eCampus-Based (eCB) for 2007 Fiscal Operations Report and Application to Participate (FISAP) Cycle by 7/31/2007.</p>	10/1/06	7/31/07						X
2.5.1	1.7.1	Publish annual Campus-Based combined Federal Register notice that provides AY deadline dates to schools.	Bus Ops - App, Ops & Del Srvs	Leith		Publish annual combined Campus-Based notice in Federal Register by 3/30/2007.	10/1/06	3/30/07						X
2.5.2	1.7.2	Issue final awards to schools.	Bus Ops - App, Ops & Del Srvs	Leith		<p>-E-mail tentative award notices to schools by 1/31/2007.</p> <p>-E-mail final award notices to schools by 4/1/2007.</p>	10/1/06	4/1/07						X
2.5.3	1.7.3	Issue FISAP Report software release.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully implement eCB for 2007 FISAP Cycle by 7/31/2007.	10/1/06	7/31/07						X

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2.6	1.10	Produce school publications and materials and electronically notify schools of new publications.	Bus Ops - App, Ops & Del Srvs	Roemer	School partners need to have current, accurate information on all of the Title IV programs so that they can administer the programs effectively and accurately.	-Increase Information for Financial Aid Professionals (IFAP) subscriber volume by adding 550 new users by 9/30/2007. -Direct Loan Publication orders will be filled within 72 hours of receipt, 90% of time.	10/1/06	9/30/07		X			X	X
2.6.1	1.10.1	Increase the number of IFAP Web site subscribers above the Calendar Year (CY) 2006 volume of 8,205 subscribers.	Bus Ops - App, Ops & Del SUVs	Roemer		Increase IFAP subscriber volume by adding 550 new users by 9/30/2007.	10/1/06	9/30/07						X
2.6.2	1.10.2	Fulfill orders for Direct Loan Program publications at the fulfillment center within 72 hours of receipt 90% of time, notwithstanding back orders.	Bus Ops - App, Ops & Del Srvs	Roemer		Direct Loan publication orders will be filled within 72 hours of receipt, 90% of time.	10/1/06	9/30/07						X
2.7	1.11	Develop and deliver program and technical training for schools through a combination of videoconferences, Web-based training, classroom experiences, and conference presentations.	Bus Ops - App, Ops & Del Srvs	Roemer	Schools need training on key Title IV topics so they can administer the Title IV programs properly and are aware of new requirements, procedures, and services.	-Evaluations of training activities will score at least 3.5 on a 5.0 scale. If less than 3.5, an improvement plan will be developed. -Update Federal Student Aid COACH. -Develop a version of Federal Student Aid COACH for foreign schools. -Identify core training priorities for FY 2008 and align resources appropriately.	10/1/06	9/30/07						X
2.8	1.13	Implement quarterly action plans for the PMA initiative, Eliminating Improper Payments.	Bus Ops - App, Ops & Del Srvs	Ackermann	Comply with Prompt Pay and Improper Payments legislation. Assess the risk, select and test sample transactions, estimate improper payments, report results and other steps as needed to go green for Estimating Improper Payments.	-Continue to apply corrective action plan to reduce the amounts of estimated over and under payments. Maintain improper payment error rate target of 3.48% for FY 2007. - Conduct a two-part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2008-09 application processing year. Note: If IRS data are unavailable or unusable for any reason, we will use and evaluate data from the CPS and the QA Program to establish benchmarks. - Provide estimated Pell Grant over- and under-award error rates by 9/30/2007. -Determine methodology and strategy for measuring payment error in the ACG and National SMART Grant programs. We will determine what we will measure and how we will measure it.	10/1/06	9/30/07		X	X		X	X
2.8.1		Continue to apply corrective action plan.	Bus Ops - App, Ops & Del Srvs	Ackermann		-Continue to apply corrective action plan to reduce the amounts of estimated over and under payments. Maintain improper payment error rate target of 3.48% for FY 2007.	10/1/06	9/30/07		X	X			X

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2.8.2	1.4.2	Improve the effectiveness of verification by conducting IRS statistical studies to evaluate Federal Student Aid's verification selection process and criteria, and implement improvements. Estimate 2006-07 Pell Grant erroneous payment amounts (over- and under-awards).	Bus Ops - App, Ops & Del Srvs	Ackermann		- Conduct a two-part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2008-09 application processing year. Note: If IRS data are unavailable or unusable for any reason, we will use and evaluate data from the CPS and the QA Program to establish benchmarks. - Provide estimated Pell Grant over- and under-award error rates by 9/30/2007.	10/1/06	9/30/07		X			X	X
2.8.3		Include ACG and National SMART Grant programs in improper payments analysis.	Bus Ops - App, Ops & Del Srvs	Ackermann	Federal Student Aid needs to comply with the Improper Payments legislation.	Determine methodology and strategy for measuring payment error in the ACG and National SMART Grant programs. We will determine what we will measure and how we will measure it.	10/1/06	4/1/07			X			X
2.9	1.14	Ensure system compatibility with enterprise-wide software upgrades/refreshes.	Bus Ops - App, Ops & Del Srvs	Leith	Systems must be compatible with enterprise software upgrades/refreshes.	-Complete interface testing between the eCB System and the Direct Loan Electronic Master Promissory Note (MPN) Web site and Financial Management System (FMS) after Oracle 10g upgrade by 12/31/2006. - Complete requirements and necessary work for the COD System to upgrade to PM4 Data by 9/30/2007. - Complete requirements to implement IPV6 for the Central Processing System (CPS)/COD System/eCB System by 9/30/2007.	10/1/06	9/30/07						X

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2.10		Support special programs, activities, and initiatives for school partners.	Bus Ops - App, Ops & Del Srvs	Roemer	We are required to support the following school-related statutory authorities and executive orders: Programs for Regulatory Relief and Improvement (Section 487A of Higher Education Act (HEA)); Executive Order (EO) - President's Board of Advisors for Historically Black Colleges and Universities (HBCUs); EO 13270 for Tribal Colleges and Universities; White House Initiative on Educational Excellence for Hispanic Americans; Default Prevention Initiative (Section 435 of HEA).	-With Chief Information Officer (CIO) deliver updated on-line reporting tool for 'Experimental Sites' schools by 9/30/2007. -Collect AY 2005-06 school data and analyze. -Deliver updated Federal Student Aid Assessments; provide training to schools. -Assist Enterprise Risk Management in developing an AY 2006-07 QA school report. -Deliver training on the 2006-07 ISIR analysis tool to non-QA schools. -Promote technical assistance to schools identified with high cohort default rates (CDR) or significant changes with CDR trends. -Initiate two new default prevention projects and continue follow up on projects identified in the FY 2007default prevention plan. -Based upon customers analyses, host three to five focus groups and/or training opportunities for HBCUs, Hispanic Serving Institutions (HSIs), and tribal colleges. -From focus group input, develop and conduct at least two workshops for HBCUs, HSIs and tribal colleges. -Complete comprehensive site visits within 90 days of the request.	10/1/06	9/30/07		X			X	X
2.10.1	1.9.9	Conduct the Experimental Sites initiative.	Bus Ops - App, Ops & Del Srvs	Roemer		-With CIO, develop/test/deliver updated on-line reporting tool to the 'Experimental Sites' schools by 9/30/2007. -Collect AY 2005-06 school data and provide for analysis.	10/1/06	9/30/07					X	X
2.10.2	1.9.2	Administer the QA Program.	Bus Ops - App, Ops & Del Srvs	Roemer		-Enhance, develop, test, and deliver updated Federal Student Aid Assessments and provide training to schools. -Assist Federal Student Aid/Enterprise Risk Management in developing a report that compiles the QA school data for AY 2006-07. -Deliver training on the 2006-07 ISIR analysis tool to non QA schools at Federal Student Aid conferences.	10/1/06	9/30/07		X				X
2.10.3	1.9.4	Promote school-based default prevention activities.	Bus Ops - App, Ops & Del Srvs	Roemer		-Promote appropriate level of technical assistance to schools identified with a high CDR or with significant changes to their CDR trend. -Initiate two new default prevention state projects and continue follow up on default prevention activities in the seven current state projects, in accordance with the default prevention plan for FY 2007.	10/1/06	9/30/07		X				X

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2.10.4	1.9.3	Implement special projects to address the specific Title IV needs of institutions identified by the President's Special Initiatives.	Bus Ops - App, Ops & Del Srvs	Roemer		-Host three to five focus groups and/or training opportunities specifically designed for HBCUs, HSIs, and tribal colleges around the needs gained from customer input and data analysis. -Develop and conduct at least two workshops (in person or electronic) targeted at the needs expressed/identified through the three to five focus groups and/or training opportunities. -Complete comprehensive site visits as referred by Program Compliance or by specific institutions within 90 days of the request.	10/1/06	9/30/07		X				X
2.11	11.23	Automate selected CDR challenge/adjustment/appeal processes.	Bus Ops - App, Ops & Del Srvs	Roemer	Schools, guaranty agencies, Direct Loan servicer, and the Department will use a Web-based product to submit and respond to CDR challenges, adjustments, and the appeal process.	-Complete the development of requirements by 2/28/2007. -Complete a "pilot" with partners by 7/31/2007. -Implement e-appeals with FY05 official CDR appeal cycle by 9/30/2007.	10/1/06	9/30/07						X
3.1	2.1	Enhance program monitoring and oversight.	Bus Ops - Borr Srvs	Hernandes	Continue to address issues that resulted in the Government Accountability Office (GAO) designating Federal Student Aid as a high risk program.	-Track and compare FFEL delinquency rates to Direct Loan delinquency rates. -Continue Independent Verification and Validation (IV&V) monthly vulnerability assessments.	10/1/06	9/30/07		X	X		X	X
3.1.1	2.1.4	Track and compare FFEL delinquency rates to Direct Loan Delinquency rates. Develop process to verify the accuracy of contractor reports.	Bus Ops - Borr Srvs	Battle	Determine whether Direct Loans delinquency/defaults are equal to or below FFEL delinquency/defaults.	-Borrower Services will continue to work with the Common Services for Borrowers (CSB) contractor to enhance delinquency processing to create downward trends. -Keep the Direct Loan rate below the FFEL rate for each quarter reported. The compare process will be a gauge for Direct Loans, which has been successful at staying below the FFEL rate over the past years. -Develop a quarterly report to monitor the delinquency rates of Direct Loan and FFEL programs by 10/31/2006.	10/1/06	9/30/07		X				X
3.1.2	2.1.5	Continue IV&V monthly vulnerability assessments throughout Phase 1B and Phase 2 of CSB implementation.	Bus Ops - Borr Srvs	Murray/ Everett	To promote program and system integrity, CSB staff will monitor the risks that are listed by the IV&V staff for current risks and for those risks that are on the IV&V watch list for FY 2007.	IV&V contractor will provide monthly reports assessing the risks within CSB. Show progress in removing or mitigating those risks in subsequent months.	10/1/06	9/30/07		X				X

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3.2	2.2	Implement outreach initiatives to educate customer on services and promote benefits of electronic services. These efforts should increase electronic transactions by 15% over FY 2006.	Bus Ops - Borr Srvs	Battle	To improve overall customer service to the Direct Loan portfolio.	The number of e-servicing transactions will increase by 15% over the 1.5 million transactions recorded in FY 2006.	10/1/06	9/30/07			X		X	X
3.3	2.4	Implement escheatment system processes for Collections suspense account.	Bus Ops - Borr Srvs	Leifeste	Improve fiscal management and control of Collections suspense account.	-Complete escheatment of suspended payments, to include payments received from 1985 through 1988. -Milestones and value of dollars escheated will be reported monthly.	10/1/06	9/30/07					X	X
3.4	2.11	Monitor performance to Borrower Services call center customers.	Bus Ops - Borr Srvs	Spadoni	To improve customer service.	- Audit work processes, track performance metrics, and report results to Contractor Officer's Representative (COR) for use in incentive determinations. - Monitor call-center activities and report monthly. - Review critical to quality standards of responses to calls. - Examine critical to quality standards of responses to written correspondence.	10/1/06	9/30/07					X	X
3.5	2.12	Develop strategies and plan to improve and increase overall customer satisfaction in the CSB Call Centers.	Bus Ops - Borr Srvs	Spadoni	To determine strategies on how to increase overall customer satisfaction by interfacing with the customer and utilizing measurement tools.	- Attain a Customer Service ACSI survey (evaluates customer satisfaction to Direct Loan borrowers in repayment status) score of 78. - Analyze and incorporate changes in Interactive Voice Response Units and website to assist with increasing satisfaction. - Enhance monitoring for strong customer service representative first call resolution.	10/1/06	9/30/07		X			X	X

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3.6	2.13	Manage responses to all escalated issues to Borrower Services' Customer Care Group.	Bus Ops - Borr Srvs	Spadoni	To improve customer service.	- Resolve 95% of Treasury Offset Program (TOP) and Administrative Wage Garnishment (AWG) hearings within the specified regulatory requirements (TOP-65 days and AWG - 60 days). - Evaluate Conditional Disability Discharge (CDD) procedures and make changes so that the contractors can provide improved service to borrowers. - Review letters sent out and provide effective clarification of CDD application determinations. - Identify concerns that might be contributing to the ineffectiveness of the CDD application process.	10/1/06	9/30/07				X	X	X
3.7	2.15	Prepare for implementation of Phase 1B of CSB system development.	Bus Ops - Borr Srvs	Bowman/ Menard	Improve services to borrowers in repayment and default. Improve oversight and management of the student loan repayment and recovery systems.	-Phase 1B: Prepare for conversion/migration of the Legacy Loan Consolidation (LC) system and website to the Common Data Repository/CSB Platform. -Prepare for decommission of the Legacy LC system at the Virtual Data Center (VDC).	10/1/06	9/30/07	X	X	X		X	X
3.7.1	2.15.1	Work with contractor to convert/migrate Legacy LC system and website to the Common Data Repository/CSB Platform.	Bus Ops - Borr Srvs	Bowman/ Menard	Integrate systems and improve customer service and self service capacity.	-Perform timely review and feedback on all Software Development Life Cycle (SDLC) documents provided by the contractors. -Conduct testing and evaluations of product presented by the contractor at all levels of readiness stages for production. -Coordinate intersystem testing with FMS and Grants Administration & Payments System (GAPS). -Conduct Production Readiness Review to determine if the new system is ready for production. -Borrower/customer access to the LC System thru the new CSB Web site.	10/1/06	9/30/07	X	X			X	X
3.7.2	2.15.2	Prepare for decommission of the Legacy LC system at the VDC.	Bus Ops - Borr Srvs	Bowman/ Menard	Improve oversight and reduce cost and complexity of contracts.	-Run new system for three months to ensure that production is functioning properly. -Eliminate legacy LC System once success is determined at the end of the three months.	5/31/07	9/30/07	X		X			X

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3.8	2.15.5	Begin preparation for Phase 2; Release 2 of CSB system development: Migration of Conditional Disability Discharge Tracking System (CDDTS) for Total and Permanent Disability to the Common Data Repository/CSB Platform.	Bus Ops - Borr Srvs	Bowman/ Menard	Integrate systems.	-Perform timely review and feedback on all SDLC documents provided by the contractors. -Coordinate intersystem testing with appropriate trading partners.	5/1/07	9/30/07	X	X			X	X
3.9		Maintain and improve current monitoring process to verify contractor performance metrics and ensure processing accuracy in the functional areas of Loan Exchange and Student Aid Entitlements and explore other means of evaluating the contractor's performance independent of their current data reporting procedures to Federal Student Aid. Improvements in the monitoring methods will help us expand the scope of oversight without increasing resources.	Bus Ops - Borr Srvs	Leifeste	To ensure contractor is providing required services in a timely and accurate manner and identify areas for improvement.	- Identify at least three new oversight/monitoring areas within the Loan Exchange and Student Aid Entitlements processing functions by the end of FY Quarter One. -Identify any current performance measurement reports within each area or identify data sources from which to establish appropriate reports. - If possible, establish baseline standards for contractor performance based on past reports by end of FY Quarter Two. -Develop reporting mechanism to track and report performance over time. - Establish standards of performance for each new monitoring area identified by end of FY Quarter Three. - Establish responsibility within each unit for tracking and reporting and create appropriate desk procedures. - Finalize reporting and implement new tracking procedures by end of FY Quarter Four.	10/1/06	9/30/07			X		X	X

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4.1	3.1	Perform National Student Loan Data System (NSLDS) maintenance and operations activities.	Bus Ops - FP Srvs	White/ Eliadis	Continue to provide and maintain a comprehensive and centralized repository of information for Title IV recipients and their loans, Pell grants, lenders, Guaranty Agencies (GAs), servicers and schools. Fulfill the functions of student aid eligibility, CDR's, student enrollment tracking, audit and program reviews, research and policy development, budget formulation and execution, loan transfer tracking, GA and lender payment reasonability, financial aid history, student transfer monitoring, and GA fees.	-Provide monthly data providers benchmark reports as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/1/2007. -Provide quarterly GA fee calculations data to the FMS to make payment. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter. -Provide CDR calculations and data by 2/15/2007 and 9/30/2007. -Review CDR's for accuracy and provide to schools electronically by 2/15/2007 and 9/30/2007. -Provide CDR's to Postsecondary Education Participant System (PEPS) by 1/31/2007 and 8/31/2007. -Calculate and review monthly GA reasonability reports beginning 10/16/2006. -Ensure uninterrupted student eligibility services, such as prescreening and transfer monitoring to Title IV recipients.	10/1/06	9/30/07		X	X		X	X
4.1.1	3.1.1	Review, evaluate, and prepare data provider monthly benchmark reports.	Bus Ops - FP Srvs	Eliadis		-Provide monthly data provider benchmarks as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/15/2007.	11/14/06	9/18/07		X	X		X	X
4.1.2	3.1.2	Calculate quarterly GA fee calculations and send to the FMS.	Bus Ops - FP Srvs	Eliadis		-Provide quarterly agency fee calculations data to FMS to make payments. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter.	11/15/06	8/15/07		X				X
4.1.3	3.1.3	Participate in pre-calculation coordination efforts, calculate draft by Feb 15, and official CDR's by Sep 30; electronically send the school rates and post to the website.	Bus Ops - FP Srvs	White/ Eliadis		-Provide CDR calculations and data by 2/15/2007 and 9/30/2007. -Review CDR's for accuracy and provide to schools electronically by 2/15/2007 and 9/30/2007. -Provide CDR's to PEPS by 1/31/2007 and 8/31/2007.	12/1/06	9/30/07		X				X
4.1.4	3.1.4	Calculate and monitor functionality of GA reasonability on a monthly basis.	Bus Ops - FP Srvs	Eliadis		-Calculate and review monthly GA reasonability reports beginning 10/16/2006	10/16/06	9/30/07		X				X
4.1.5	3.1.5	Monitor the compliance of data reporting from all data providers to identify and resolve exceptions.	Bus Ops - FP Srvs	White/ Eliadis		Provide quarterly report listing exceptions and resolution to assist in monitoring the timeliness and accuracy of data reporting.	10/1/06	9/30/07		X			X	X
4.1.6	3.1.6	Monitor day to day operations of NSLDS by ensuring system availability, uninterrupted student eligibility services and monitoring system performance.	Bus Ops - FP Srvs	White/ Eliadis		-Submit monthly reports on system non-availability to users. -Submit quarterly exception reports to uninterrupted student eligibility services such as pre-screening and transfer monitoring. -Submit quarterly reports on system performance and possible improvements.	10/1/06	9/30/07		X			X	X

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4.2	3.2	Perform maintenance and operation activities for the Financial Partners (FP) Data Mart (FPDM).	Bus Ops - FP Srvs	White/ Beavers	Ensure uninterrupted service to internal and external data mart users.	Submit monthly reports on data loads, ensuring that loads are consistent, timely, and accurate, thereby ensuring that FPDM data is useful for analysis purposes. Perform upgrades as necessary.	10/1/06	9/30/07		X			X	X
4.2.1	3.2.1	Monitor FPDM feeds to provide accurate, concise and timely data to users. Prepare tracking reports depicting data load activities on a monthly basis. Reports will be available five business days after close of the month.	Bus Ops - FP Srvs	Beavers		Submit a monthly summary report that tracks when data was loaded to the FPDM. This report should include the date and time, the source, the method used for verification and validation, and the date validated.	10/1/06	9/30/07		X			X	X
4.2.2	3.2.2	Perform software upgrades as necessary.	Bus Ops - FP Srvs	Beavers		Analyze feasibility of lender access to FPDM: -Analysis completed by 3/15/2007. -Security and training issues addressed by 4/30/2007. - Implementation of access solution (if feasible) by 9/30/2007. Perform Oracle 10g upgrade: -Test plan approved by 10/15/2006. -Testing completed by 10/31/2006.	10/1/06	9/30/07		X			X	X
4.2.3	3.2.3	Re-procure maintenance and operation support and transition to new vendor if necessary.	Bus Ops - FP Srvs	Beavers		Conduct competition, award contract, and transition to new contract.	10/1/06	12/31/06		X			X	X

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4.3	3.3	Perform operations activities for the FP Portal.	Bus Ops - FP Srvs	White/ Beavers	Provide relevant and current information about Federal Student Aid and the FP business unit to the FP user community.	-Monitor and provide monthly summary reports of information posted and the related number of hits received to verify timeliness of information posted and use of data by the community. -Implement standard query calendar schedules. -Remove aged information and determine strategy for evergreening information. -Review suggested changes from users and determine implementation strategy. -Implement new look and feel at a high level, and perform Web site Review to Implement other changes.	10/1/06	9/30/07	X				X	X
4.3.1	3.3.1	Obtain/evaluate feedback from FPs' user community on value of information posted on the FP Portal.	Bus Ops - FP Srvs	Beavers		-Review output of community focus group and other input, and determine which suggestions could be implemented. -Continue to obtain feedback through user sessions and discussions, and develop plan for evaluating changes.	10/1/06	9/30/07	X				X	X
4.3.2	3.3.2	Monitor and evaluate Web page hits to determine the usefulness of Web content so we maintain the most pertinent current information and develop applicable future content. Reports depicting monthly activity will begin five business days after the close of the month.	Bus Ops - FP Srvs	Beavers		Monitor and provide monthly summary reports of information posted.	10/1/06	9/30/07	X				X	X
4.3.3	3.3.3	Enhance the usage of the portal by posting additional information and updating current information.	Bus Ops - FP Srvs	Beavers		-Implement standard query calendar schedule to eliminate inquiries. -Remove aged information and determine strategy for evergreening information.	1/1/07	9/30/07	X				X	X
4.4	3.4	Perform Leveraging Educational Assistance Partnership/ Special Leveraging Educational Assistance Partnership (LEAP/SLEAP) activities.	Bus Ops - FP Srvs	White/ Sutphin	Augment state financial aid programs through statutorily mandated federal programs.	Provide the following accurately and timely: -Prepare annual performance reports by 12/31/2006. -Publish AY 2007 Deadline Dates Notice by 3/31/2007. -Approve applications and mail award notifications by 7/1/2007.	10/15/06	7/1/07		X				X
4.4.1	3.4.1	Review, evaluate, reconcile, and prepare performance reports for AY 2006.	Bus Ops - FP Srvs	Gerrans		Prepare mandated annual performance reports for monitoring the expenditure of grant funds by state agencies by 12/31/2006.	10/15/06	12/31/06		X				X
4.4.2	3.4.2	Prepare and submit clearance paperwork for publication of the AY 2007 Deadline Dates Notice.	Bus Ops - FP Srvs	Gerrans		Publish AY 2007 Deadline Dates Notice by 3/31/2007 to provide participants with timeframes associated with applying and receiving grant awards.	1/10/07	3/31/07		X				X

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4.4.3	3.4.3	Review and approve applications from states. Obligate, generate, and mail grant award notifications to states for AY 2007.	Bus Ops - FP Srvs	Gerrans		Approve applications for grant aid and mail award notifications by 7/1/2007 to meet statutory requirements.	6/1/07	7/1/07		X				X
4.4.4		Prepare and submit clearance paperwork information packet to the Office of Management and Budget (OMB) for re-approval of the current application form.	Bus Ops - FP Srvs	Gerrans		Prepare and submit Information Collection Package to OMB by 12/31/2006.	10/1/06	12/31/06		X				X
4.5	3.5	Perform Voluntary Flexible Agreement (VFA) activities.	Bus Ops - FP Srvs	White/Sutphin	Administer statutorily mandated program to enhance GAs' default aversion activities.	-Provide an annual report tracking the processing time for new and renegotiated VFA Applications. -Submit Quarterly Performance Measure Assessment and Benchmarking data to Federal Student Aid dashboard and continue to enhance data quality and statistics reported. -Address issues regarding cost neutrality in a timely manner (if applicable). -Renegotiate existing VFA agreements.	10/1/06	9/30/07		X	X		X	X
4.5.1	3.5.1	Evaluate new VFA proposals and provide a final decision and notification on each proposal.	Bus Ops - FP Srvs	Sutphin		Provide an annual report tracking the processing time for new VFA Applications and use the report to establish processing time improvement targets for FY 2008.	11/1/06	9/30/07		X			X	X
4.5.2	3.5.2	Implement re-negotiated VFA agreements to ensure compliance with the President's FY 2006 Budget proposals and cost neutrality.	Bus Ops - FP Srvs	Sutphin		Implement re-negotiated existing VFA agreements by 7/31/2007.	12/1/06	7/31/07		X	X		X	X
4.5.3	3.5.3	Exploit existing system capabilities to continue to enhance the collection of data used to monitor performance of the VFA agreements through benchmark reports and quarterly reporting to the Federal Student Aid Dashboard.	Bus Ops - FP Srvs	Kheire		-Submit Quarterly Performance Measure Assessment and Benchmarking Report by the end of each quarter to the Federal Student Aid Dashboard. -Add new performance measures as developed for new/existing VFA agreements to include a standard delinquency cure rate (12/31/2006), a portfolio composition/comparison measure (3/31/2007), analysis and catalog of default prevention practice (3/31/2007), and analysis of demographics on VFA trends (6/30/2007). -Address issues of cost neutrality in a timely manner (if applicable).	10/1/06	9/30/07		X	X		X	X

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4.6	3.6	Perform Exceptional Performer (EP) activities.	Bus Ops - FP Srvs	Sutphin	Administer statutorily mandated incentives program to encourage loan servicing entities to achieve and maintain a high level of servicing efficiency.	-Process new EP applications in legislated timeframe of 60 days or less. - Establish and implement EP trending measures.	10/1/06	9/30/07		X	X		X	X
4.6.1	3.6.1	Evaluate and process new EP applications within legislated timeframes.	Bus Ops - FP Srvs	Sutphin		Process new and re-designation applications for EP in legislated timeframe of 60 days or less.	10/1/06	9/30/07		X	X			X
4.6.2	3.6.2	Exploit existing system capabilities to collect data used to monitor performance of those entities designated for EP through benchmark reports and quarterly reporting to the Federal Student Aid Dashboard (if applicable).	Bus Ops - FP Srvs	Sutphin		-Identify and implement performance measures regarding default and delinquency trends among EP's. -Address issues associated with default and delinquency trends when evaluating EP redesignations (if applicable).	10/1/06	9/30/07		X	X		X	X
4.6.3	3.6.3	Continue to enhance the processes associated with EP approval and tracking by reviewing and revising the documented procedures and systems (as needed).	Bus Ops - FP Srvs	Sutphin		-Complete all updates of previous information to the enhanced EP tracking system by 10/31/2006. - Evaluate and update procedures that resulted from the Federal Student Aid realignment by 12/31/2006 (if needed).	10/1/06	12/31/06		X	X		X	X
4.7	3.7	Enhance program monitoring and oversight of the FFEL program through the evaluation and assessment of risk areas to the program.	Bus Ops - FP Srvs	White	Provide assistance and guidance in maintaining a clean audit. Evaluate and assess the risks to the FFEL program. Review third-party audits to identify work enhancements for subsequent oversight. Raise effectiveness and efficiencies of regional and national review process through the use of the FPDm and GA and Lender scorecards.	- Address proactively the risk to the FFEL program by combining and enhancing the methods used to assess program risk and use that information to recommend risk areas/entities for program compliance. - Address proactively GAs that are in financial trouble by developing additional tools to gauge fiscal health and enhancing procedures for implementing/monitoring GA management plans. - Prepare a report to Congress for submission to Federal Student Aid Management by 8/31/2007. - Review and analyze draft CDR's; issue rates by 2/15/2007. - Conduct follow-up with GAs to determine reason for changes in default rates by 6/30/2007.	10/1/06	9/30/07		X	X	X	X	X

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						<p>-Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/2007.</p> <p>-Issue official CDR letters to all GAs and lenders by 9/30/2007.</p> <p>-Prepare a report on the Federal Reserve Ratios for all GAs.</p> <p>-Ensure that FP issues are addressed and resolved to support Federal Student Aid's clean audit for FY 2007.</p> <p>-Continue to align program review focus areas from the results identified through the audit process.</p> <p>-Prepare a tracking log of Forms 2000 Annual Report Submissions.</p> <p>-Complete review and analysis of all GA Annual Reports; conduct follow-up as needed for all non-approved reports.</p> <p>-Prepare an annual tracking report of GA and lender audits received.</p>								
4.7.1		Evaluate and assess the risks areas to the FFEL program and provide input to Program Compliance's review priorities for FY 2008.	Bus Ops - FP Srvs	Sutphin/ Rigo		<p>- Develop and/or enhance current processes for evaluating risks to the FFEL program and use this information to develop risk criteria and identify Financial Partner participants to drive the FY 2008 program review schedule used by Program Compliance by 8/31/2007.</p> <p>- Combine the use of existing tools (NSLDS, FPDm, Individual Libraries of Information) to develop enhanced toolsets for evaluating risk.</p>	3/31/07	9/30/07		X	X			X
4.7.2	3.7.2	Enhance the monitoring of the fiscal health of the GAs and implement management plans for GAs whose reserve ratios drop below the minimum threshold, that appear to be in financial difficulty based on FP Services assessment of various factors.	Bus Ops - FP Srvs	Turner		<p>-Address proactively GAs that are in financial difficulty developing and implementing management plans to restore their financial soundness.</p> <p>-Develop and enhance tools and indicators that assess the financial soundness of GAs. Evaluate and implement eight Management Plans (as identified). Approve/Disapprove Management Plans as well as exit plan strategies.</p>	10/1/06	9/30/07		X	X		X	X

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4.7.3	3.7.3	Prepare the legislatively mandated report to Congress on the fiscal soundness of the Guaranty Agency system.	Bus Ops - FP Srvs	Rigo	Provide Congress with timely information regarding the soundness of the Guaranty Agency system as required by legislation.	Deliver completed report to Federal Student Aid Senior Management by 8/31/2007 for submission to Congress.	3/1/07	9/30/07		X			X	X
4.7.4	3.7.4	Perform CDR analyses and provide technical assistance. Prepare default rate guide, notification letters and materials for distribution and posting of draft (GAs only) and official (GA and Lender) CDR's. Coordinate the press release and summary of national CDR data with Default Management Division (Application, Operation and Delivery Service).	Bus Ops - FP Srvs	Turner		-Review and analyze draft CDR's and issue rates to GAs by 2/15/2007. -Conduct follow-up discussions and analysis with selected GAs to ensure accuracy of data and to determine reason for increases or decreases in default rates by 6/30/2007. -Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/2007. -Issue official CDR letters to all GAs and lenders by 9/30/2007.	1/3/07	9/30/07		X	X		X	X
4.7.5	3.7.6	Perform analysis of Federal Fund data and calculate Federal Reserve Ratios for all GAs.	Bus Ops - FP Srvs	Turner		Prepare a report on the Federal Reserve Ratios for all GAs, identifying those GAs that fall below the allowable minimum reserve level.	2/15/07	6/30/07		X	X		X	X
4.7.6	3.7.7	Participate and provide support for ED's FY 2006 annual financial statement audit to ensure all FPs' prepared by client (PBC) items are addressed.	Bus Ops - FP Srvs	Rigo	Continue to provide assistance and guidance to maintain a clean audit.	-Ensure that FPs' issues are addressed and resolved timely and accurately to support Federal Student Aid's clean audit for FY 2007. -Continue to align program review focus areas from the results identified through the audit process.	2/1/07	9/30/07		X				X
4.7.7	3.7.8	Continue to review and revise, as appropriate, the Form 2000 annual instructions to comply with Chief Financial Officer (CFO) and FP Services reporting requirements.	Bus Ops - FP Srvs	Turner		-Complete review of annual instructions for Form 2000. -Revise instructions and submit for approval. -Release revised instructions.	1/15/07	6/30/07		X			X	X
4.7.8	3.7.9	Analyze, review and approve Form 2000, Annual Report submissions for accuracy and to ensure compliance and consistency of reporting by GAs.	Bus Ops - FP Srvs	Turner		-Complete review and analysis of all GA Annual Reports. -Approve/Disapprove all GA Annual Reports. -Conduct follow-up (as needed) with GAs if Annual Report is not approved. -Maintain and complete issues log of Form 2000 Annual Report submissions by 9/30/2007.	2/1/07	9/30/07		X	X		X	X
4.7.9	3.7.10	Monitor and review GA and Lender annual compliance audits. Review and resolve OIG audits.	Bus Ops - FP Srvs	Turner		-Prepare an Annual Tracking Report of GA and Lender Audits received. -Prepare Program Determination Letter, Appeals and/or CAP in response to applicable OIG audits.	1/3/07	9/30/07		X	X		X	X

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FY 2007 PROJECT NUMBER	FY 2006 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
4.7.10	3.7.11	Evaluate, resolve, settle and/or negotiate commercial real property for the Illinois Student Assistance Commission (ISAC) GA.	Bus Ops - FP Srvs	Rigo		-Prepare an internal evaluation of the relevant materials and information. -Submit valuation recommendation to FPS, Office of Postsecondary Education (OPE), OIG, and Office of the General Counsel (OGC) management for concurrence. -Prepare determination documentation and coordinate communication with ISAC.	3/1/07	9/30/07			X			X
4.7.11	3.8.2	Compile, analyze and prepare 9.5% Tax Exempt loan volume data chart on a quarterly basis.	Bus Ops - FP Srvs	Turner	Provide an enhanced process for monitoring the volume and trends associated with 9.5% LaRS lender billings to ED and loan volume to senior ED officials and other governmental agencies [i.e., GAO, Congressional Budget Office (CBO)].	-Compile data and prepare data chart on a quarterly basis within 45 days after the prior quarter ends. -Provide summary analysis of data including any anomalies and forward to Regional office for further review and/or resolution.	10/1/06	9/30/07		X	X			X
5.1	1.8	Manage PEPS.	Prog Compl Srvs	Edwards	Federal Student Aid needs to be able to monitor school eligibility and participation in Title IV programs.	- Award task order for system documentation by 2/28/2007. - Award task order for enhancements by 5/30/2007. - Accept documentation for e-app by 8/31/2007.	10/1/06	8/31/07						X
5.1.1		Award Task Order to provide PEPS/eApplication (eAPP) documentation around system and security processes.	Prog Compl Srvs	Wyatt	Document current critical legacy system in preparation for Integrated Partner Management (IPM) integration.	Award Task Order by 2/28/2007.	10/1/06	2/28/07						X
5.1.2		Deliver documentation for PEPS/eAPP.	Prog Compl Srvs	Wyatt	Document current critical legacy system in preparation for IPM integration.	Complete and accept documentation.	3/1/07	8/31/07						X
5.1.3		Award PEPS Task Order for School Eligibility Channel (SEC) standards enhancements.	Prog Compl Srvs	Wyatt	Improve current system in support of the SEC Standards initiative to facilitate access to all of the available electronic data.	Award Task Order.	12/30/06	5/30/07						X
5.2	1.9	Enhance school program monitoring and oversight.	Prog Compl Srvs	Edwards	Federal Student Aid has the responsibility to perform program monitoring and oversight in order to ensure the integrity of the Federal Student Aid Programs.	-Process 95% of compliance audits within 180 days of receipt. -Pilot test new review strategy for strengthening oversight of publicly traded schools.	10/1/06	9/30/07		X			X	X
5.2.1	1.9.5	Process school compliance audits to support on-going oversight and program monitoring.	Prog Compl Srvs	Chauvin		Process 95% of compliance audits within 180 days of receipt.	10/1/06	9/30/07		X				X
5.2.2	1.9.6	Pilot new financial analysis review strategy for publicly-traded schools.	Prog Compl Srvs	Laine/ Leon		Pilot test new review strategy for strengthening oversight of publicly traded schools.	10/1/06	9/30/07		X				X

<div>DRAFT</div> <div>Federal Student Aid FY 2007 Operations Plan</div>														
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5.3	3.7	Enhance financial partners program monitoring and oversight.	Prog Compl Srvs	Trubia	Provide assistance and guidance in maintaining a clean audit. Conduct program reviews of GAs and lenders/servicers in an effort to provide proper oversight and monitoring of FP's, and provide the necessary guidance and feedback to raise effectiveness and efficiencies. Review third-party audits to identify work enhancements for subsequent oversight.	- Prepare and enhance quarterly summary reports detailing issues, corrective actions and future monitoring and oversight activities for FY 2007 program review focuses. - Reports will be available 15 days after the close of the quarter. - Use the report information to develop review plans for FY 2008. -Consistency of decision-making process across teams. -Establishment of a validated baseline of tax exempt bonds held by lenders. - Development and implementation of a consolidated reporting mechanism that tracks trends in tax exempt bond volume and LaRS billing for monitoring trends, risk assessment, and reporting for Senior/Executive Management.	10/1/06	9/30/07		X	X	X	X	X
5.3.1	3.7.1	Perform program reviews of GAs and lenders/servicers.	Prog Compl Srvs	Russo	Conduct program reviews of GAs and lenders/servicers to provide proper oversight and monitoring of FP's, and provide the necessary guidance and feedback to raise effectiveness and efficiencies.	- Prepare and enhance quarterly summary reports detailing issues, corrective actions and future monitoring and oversight activities for FY 2007 program review focuses. - Reports will be available 15 days after the close of the quarter. - Use the report information to develop review plans for FY 2008.	10/15/06	9/30/07		X	X			X
5.3.2		Award a task order for facilitation support services for the FP process standardization project.	Prog Compl Srvs	Halaska	Improve program integrity as well as products and services provided by FP Eligibility & Oversight.	Consistency of decision-making process across teams.	10/1/06	3/31/07		X	X		X	
5.3.3	3.8.1	Develop methodology to identify 9.5% tax-exempt eligible loans, develop the audit guide for 9.5% tax-exempt eligible loans, and retain a CPA firm to conduct the audits on 9.5% tax-exempt eligible loans.	Prog Compl Srvs	Wallace		- Develop methodology to identify 9.5% tax-exempt eligible loans - Develop audit guide for 9.5% tax-exempt eligible loans - Develop SOW to retain CPA firm to audit 9.5% tax-exempt eligible loans - Make award to CPA firm to audit 9.5% tax-exempt eligible loans	10/1/06	9/30/07		X	X			X
5.3.4		Merge Financial Partner and school program review processes and align common tasks, as appropriate.	Prog Compl Srvs	Vroman		One comprehensive program review guide that applies to both financial partners and schools.	4/1/07	9/30/07		X	X		X	
6.1	1.1	Implement aid awareness and outreach initiatives.	Std Aid Awnss & App Srvs	Douglas	Current students and prospective students, both traditional and nontraditional, need to better understand financial aid programs.	Continue to see a rising number of visitors to Student Aid on the Web (SAOTW). Federal Student Aid and our partners working collaboratively to reach potential students to inform them about financial aid programs either in person or through our publications.	10/1/06	9/30/07					X	X

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6.1.1	1.1.1	Leverage partnership arrangements with organizations.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Establish Federal Student Aid as the trusted source for federal student aid information. To accomplish broad as well as targeted goals, need more resources than Federal Student Aid has currently.	- Develop Partnership Strategy (12/31/2006). - Review current partnerships in light of new strategy (3/2007). - Based on strategy, rollout sustainable partnerships--nurture current and identify/implement new (6/2007). - Evaluate success of partnerships using criteria in Partnership Strategy (9/30/2007).	10/1/06	9/30/07						X
6.1.2	1.1.2	Provide accurate and timely information that meets the needs of our audiences.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Students, parents, counselors, FAA's and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and Services.	-Flagship publications are accurate (as reviewed by Subject Matter Expert (SMEs)) and are timely (are available to audiences by 1/1/2007). -Using available gap analyses from usability studies (audience, subject matter, and method of delivery), review and target unmet need (3/2007) and make available by 9/30/2007.	10/1/06	9/30/07						X
6.1.3	1.1.3	Conduct outreach with an emphasis on our target audiences.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Effectively communicate Federal Student Aid's products and Services to those that are most in need and are most likely to require additional assistance. Increase trained resources and effective utilization of human capital.	- Implement Ambassador Pilot to support Outreach Strategy by 12/31/2006. - Develop Outreach Strategy--that includes decision matrix-- and prioritize efforts/products/resources using matrix by 1/31/2007. - Socialize among leadership (3/31/2007). - Evaluate and determine broader rollout of Ambassador (3/31/2007). - Schedule/accept events based on strategy (4/1/2007). - Determine the viability of establishing a Speakers Bureau (6/30/2007).	10/1/06	9/30/07						X
6.1.4	1.1.4	Reach customers through SAOTW and Federal Student Aid for Counselors and Mentor site.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Students and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and services.	-Increase by 10% over FY 2006 the number of visitors to SAOTW. -Increase by 10% over FY 2006 the number of MyFSA accounts established. -Increase by 10% over FY 2006 the number of visitors to FSA4Counselors.	10/1/06	9/30/07						X
6.2	1.2	Implement application products and customer services.	Std Aid Awnss & App Srvs	Douglas	The needs of students must be identified in order to provide products and services they can use.	Using baseline FY 2006 data, work to incorporate SAR revisions with the simplified FAFSA. Synthesize data from the paper FAFSA and FOTW to locate trends. Examine the fulfillment and distribution strategy for efficiencies and effectiveness.	10/1/06	9/30/07					X	X
6.2.1	1.2.1	Develop a strategy to simplify the application process.	Std Aid Awnss & App Srvs	Douglas/ Brown	Align applications products and services with customers filing behaviors.	- Create an applicant profile informed by data from the Central Processing System (12/2006). - Isolate dominant characteristics by application submission type (e.g. first-time filer vs. renewal applicant) (01/2007). - Determine feasibility of developing a non-paper, non-web alternative for applicants, targeting those that have traditionally filed using the paper FAFSA (5/2007).	10/1/06	5/31/07						X

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6.2.2	1.2.2	Revise student aid application output.	Std Aid Awnss & App Srvs	Douglas/ Brown	Effectively communicate to students the results of the application process. Assist students with understanding the "next steps" in the application/financial aid process.	Create a reformatted student aid application output document. Inform design with usability and other customer feedback data.	10/1/06	9/30/07						X
6.2.3	1.2.3	Reduce the cost of the FAFSA printing and distribution.	Std Aid Awnss & App Srvs	Douglas/ Brown	Design FAFSA printing and distribution strategy based on customer feedback and preferences.	Examine Federal Student Aid's fulfillment and distribution strategy, looking for product efficiencies and effectiveness of process as it relates to meeting the customer needs. Evaluate shift from automatic fulfillment to customer self-service -- determine best value based on cost and customer service.	10/1/06	9/30/07						X
6.3	1.3	Improve customer interaction through customer feedback.	Std Aid Awnss & App Srvs	Douglas	Customer feedback should drive product development and communication.	<div>-Respond to 95% of customer requests for information within 10 days. - Ninety-eight percent (98%) of responses undergoing Quality Control (QC) will be accurate. Expand quality assurance process to include review by additional Students Channel subject matter experts. - Re-examine efficiency by determining the feasibility of automating the front-end of controlled correspondence. - Establish common requirements tracking process and tool using customer feedback from surveys, focus groups, usability, Customer Service Representative (CSR) focus groups, etc. - Incorporate customer feedback from various resources into tracking tool as appropriate. - Perform data analysis looking specifically for gaps that inform new/enhanced requirements to 2008 - 09 products and services. - FOTW achieves an ACSI score of 85 or higher. - Maintain the FY 2006 satisfaction level of 90% of all respondents who reported they would recommend SAOTW to friends, colleagues, or others - Enhance the customer experience by adding a "How do I use this site" option and by refreshing the home page to make navigating intuitive. - Establish customer satisfaction baseline in FY 2007 for FSA4Counselors.</div>	10/1/06	9/30/07					X	X

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						-Implement call calibration model (02/2007). - Re-evaluate remote monitoring tool and feedback mechanism. Build in process for reporting outcomes based on Federal Student Aid and customer feedback. - Determine best practices for evaluating vendor performance (e.g., explore feasibility of using a 3rd party to perform quality assurance assessment). - Expand Federal Student Aid expertise around Customer Relationship Management through training and other external resources. Using a commercially available surveying instrument, we will survey employees to get feedback on whether Federal Student Aid document design, translation, printing and fulfillment were responsive, accurate and customer-oriented. The baseline developed in FY 2005 will be used to measure performance in FY 2007. Our goal is to maintain or exceed a customer satisfaction rating average of 4.60 out of a possible 5.00, achieved during FY 2005.								
6.3.1	1.3.1	Respond accurately and timely to customer requests managed by the Editorial Services Contract.	Std Aid Awnss & App Srvs	Douglas/ Brown	Current students and prospective students need to better understand financial aid products and services.	-Respond to 95% of customer requests for information within 10 days. - Ninety-eight percent (98%) of QC'd responses will be accurate. Expand quality assurance process to include review by additional Students Channel subject matter experts. - Re-examine efficiency by determining the feasibility of automating the front-end of controlled correspondence.	10/1/06	9/30/07						X
6.3.2	1.3.2	Establish centralized data analysis framework for Students Channel.	Std Aid Awnss & App Srvs	Douglas	It is vital that Federal Student Aid have accurate data on it's processes, products and customers in order to inform business decisions.	-Understand and capture data. -Establish a profile of our students at various stages of the life cycle. Incorporate customer feedback from various resources into tracking tool as appropriate (12/31/2006). -Use data mining and trend analysis as a means to inform the life cycle. Monthly reports will be given to the General Manager starting 12/31/2006 with other to follow based on agreed installments.	10/1/06	9/30/07						X
6.3.3	1.3.5	Monitor customer feedback for FOTW.	Std Aid Awnss & App Srvs	Douglas/ Brown	Federal Student Aid needs to assure that customers find value in its products and services.	FOTW achieves an ACSI score of 85 or higher.	10/1/06	9/30/07						X
6.3.4	1.3.6	Monitor customer feedback for SAOTW and FSA4Counselors.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Federal Student Aid needs to assure that customers find value in its products and services.	- Maintain the FY 2006 satisfaction level of 90% of all respondents who reported they would recommend SAOTW to friends, colleagues, or others - Enhance the customer experience by adding a "How do I use this site" option and by refreshing the home page to make navigating intuitive. - Establish customer satisfaction baseline in FY 2007 for FSA4Counselors.	10/1/06	9/30/07						X

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6.3.5	1.3.7	Monitor customer interaction with Federal Student Aid Information Center (FSAIC).	Std Aid Awnss & App Srvs	Douglas/ Brown	Federal Student Aid should be a proactive manager of the student experience.	- Implement call calibration model (02/2007). - Re-evaluate remote monitoring tool and feedback mechanism. Build in process for reporting outcomes based on Federal Student Aid and customer feedback. - Determine best practices for evaluating vendor performance (e.g., explore feasibility of using a 3rd party to perform quality assurance assessment). - Expand Federal Student Aid expertise around Customer Relationship Management through training and other external resources.	10/1/06	9/30/07						X
6.3.6	1.3.8	Provide Enterprise-wide services for Federal Student Aid -- document design, translation, printing and fulfillment.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Federal Student Aid needs to assure that the process for document design, translation, printing and fulfillment is customer-focused and efficient.	Using a commercially available surveying instrument, we will survey employees to get feedback on whether Federal Student Aid document design, translation, printing and fulfillment were responsive, accurate and customer-oriented. The baseline developed in FY 2005 will be used to measure performance in FY 2007. Our goal is to maintain or exceed a customer satisfaction rating average of 4.3 out of a possible 5.0, achieved during FY 2005.	10/1/06	9/30/07						X
6.4	11.1	Implement Federal Student Aid Enterprise Communications Strategy.	Std Aid Awnss & App Srvs	Douglas	The goal of Federal Student Aid's enterprise communications strategy is to establish a unified approach to positioning Federal Student Aid with customers, partners, and employees so that we increase awareness and usage of the organization's resources. This initiative will continue implementation of the enterprise-wide communications strategy and the application of consistent branding to all communications (aid awareness marketing and outreach, publications, Web sites, internal materials, etc.).	-Implement public service campaign through the distribution of video, radio, print, and web public service announcements (PSA). -Conduct a pilot that demonstrates the effective targeting of outreach to underrepresented populations. -Develop an outreach/partnership strategy. -Review secondary research for applicability to Communications Strategy and draft results.	10/1/06	9/30/07	X				X	
6.4.1		Implement public service campaign.	Std Aid Awnss & App Srvs	Douglas/ Muncie		Implement public service campaign to increase awareness of the availability of financial aid for postsecondary education through the distribution of video, radio, print and web public service announcements. The goal is to distribute the PSA to 9,000 TV/radio stations and 7,000 newspaper/magazine outlets with the possibility of 250 million audience impressions.	10/1/06	9/30/07	X				X	

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6.4.2		Conduct pilot for underrepresented populations.	Std Aid Awnss & App Srvs	Douglas/ Muncie		Conduct a pilot that demonstrates the effective targeting of outreach to underrepresented populations. (Note: The outreach media approach and success measures will be finalized through focus groups with the target populations. Measures will be set by 12/31/2006.)	10/1/06	9/30/07	X				X	
6.4.3		Review secondary research.	Std Aid Awnss & App Srvs	Douglas/ Muncie		Review secondary research for applicability to Communications Strategy and draft results.	10/1/06	9/30/07	X				X	
6.5		Ensure the integration of student issues, requirements, needs and wants are incorporated into student facing products and services.	Std Aid Awnss & App Srvs	Douglas	It is vital that Federal Student Aid have accurate data from our products and services in order to enhance the customers experience.	Design a tool to capture data by 12/31/2006. Ensure that customer feedback surveys, focus groups, usability, etc. are captured and tracked. Ensure analysis of collected data is shared with appropriate business owners for consideration in product and service enhancements. Monthly reports to General Manager and discussions around how to best socialize the reports among the enterprise.	10/1/06	9/30/07					X	
7.1	4.1	Manage FMS operations.	CFO	Thomas/ Hurt	The Federal Student Aid FMS allows the Federal Student Aid CFO to account for all Federal Student Aid program transactions (e.g. FFEL, GA, Pell, Direct Loan, etc.), perform funds checking, performs financial reporting, and processes Federal Student Aid payments. FMS, consisting of Oracle U.S. Federal Financials, is the single point of financial information, integrating transactions both from the Federal Student Aid feeder systems as well as from the Department's CFO GAPS. Accordingly, FMS provides consolidated data to support key management analysis and is the only place within the Department of Education to obtain a comprehensive financial picture of a school across all Federal Student Aid programs. In FY 2007, Federal Student Aid expects to complete the following baseline requirements: - Advance – Address the FMS interface changes that will be required to support the retirement of the COD system and the development and production implementation of the Advance system. This initiative is expected to maintain the existing transaction flows while improving the interface internal controls.	-Successfully achieve FMS Monthly Operational Metric 2.2 (Successfully satisfy all requirements of the FMS Operations task order) at least 75% (>= 9 out of 12 months) of the time. Metric 2.2 summarizes the 21 FMS operational requirements that cover Operational Management, System Processing (daily, monthly, quarterly, annual), General Ledger Closing, Change Management, Configuration Management, Security, and Help Desk Management activity. - Meet or exceed 90% (score >= 45 out of 50) of the 10 Post Implementation Review (PIR) components: Business Case & Vision Planning, Requirements vs. Implementation, Product Performance Metric, Security, Risk & Risk Mitigation, Technical Architecture, Cost, Schedule, Customer Use & Satisfaction, and Process Improvement & Innovation.	10/1/06	9/30/07					X	

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					<div>- G5 - address the FMS interface changes that will be required to support the retirement of the Grants Administration and Payment System (GAPS) and the development and production implementation of the G5 system. This initiative is expected to maintain the existing transaction flows while improving the interface internal controls.</div> <div>- CSB - address the FMS interface changes that will be required to support the development and production implementation of the CSB system. This initiative is expected to consolidate the existing transaction flows while improving the interface internal controls.</div>									
7.2	4.2	Oversee issuance and analysis of Federal Student Aid's financial statements and financial statement audit.	CFO	Hunter/ Hurt	Meet government-wide accounting and financial management requirements issued by Federal Accounting Standards Advisory Board (FASAB), Chief Financial Officer's Act, Credit Reform Act, OMB, and Treasury.	<div>- Ernst & Young issues an unqualified opinion of Federal Student Aid's financial statements for FY 2006.</div> <div>- CFO will follow and meet Federal Student Aid's audit deadlines, using agreed upon QC procedures.</div> <div>- Reconcile Federal Student Aid accounts and identify differences within 30 days after month-end close.</div> <div>- Research differences within 45 days after month-end close.</div> <div>- Perform review of credit reform estimates, provide comments on estimates, and book credit estimates to FMS.</div> <div>- Coordinate pro-active, timely reporting for Improper Payment Information Act (IPIA) and financial management with Principal Operating Components and Office of the Chief Financial Officer as required (e.g. Performance and Accountability Report (PAR)), Management Discussion and Analysis, Proud To Be Report, IPIA Annual Report.</div>	10/1/06	9/30/07		X				X

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7.3	4.3	Comply with OMB Circular A-123, Appendix A requirements.	CFO	Blot/ Hurt	The objective of the internal control program is to ensure effectiveness and efficiency of operations, reliability of financial reporting, and compliance with laws and regulations. Compliance with laws and regulations shall include, among other requirements, that assets and system resources and data are safeguarded against fraud, waste, and abuse.	-Federal Student Aid establishes internal control framework and assesses key controls in business processes that contribute to significant financial report line items. Framework includes the acquisition and management of contractor services; the implementation of an internal control tool; the identification of significant FY 2007 reports, line items, general ledger accounts, processes, and applications; the mapping of significant processes and internal controls; and the assessment and testing of those controls. - Federal Student Aid coordinates corrective action plans on any identified findings.	10/1/06	9/30/07		X			X	X
7.4	4.4	Manage Activity-Based Management (ABM) program.	CFO	Tracey/ Reynolds	In order to facilitate the reduction of administrative costs, identify business process improvement opportunities, and assist in budget formulation, Federal Student Aid continues to expand its activity-based management program.	- Completion of the FY 2006 model based on actual costs and measures. - Identify examples where the model can help improve Federal Student Aid processes and/or reduced costs. - Utilizing ABM model results in the FY 2008 and 2009 budget formulation and projects. - Evaluation and approval of ABM outputs to be useful to Federal Student Aid Program managers.	10/1/06	9/30/07			X		X	X
7.5		Manage Federal Student Aid Administration Division to include purchase card, invoice travel activities and reconciliation of Intra-Governmental Payment and Collections (IPACs).	CFO	Diaz/ Reynolds	In order to facilitate Federal Student Aid staffs' travel and purchase needs, provide necessary support including the transition to the new travel system, reconciliation of purchase cards and IPACs.	Perform yearly reviews assessing delinquency/aging rates on all activities.	10/1/06	9/30/07						X
7.6	4.5	Formulate, justify and execute Federal Student Aid's administrative budget.	CFO	Reynolds/ Lucas/ Diaz	Federal Student Aid obligates almost \$1 billion annually to operate student financial assistance, using more than 100 contract vehicles and staff of over 1,000. The budget must be monitored through effective use of reports such as the Status of Funds Report so that resources can be directed to fulfill Federal Student Aid Performance Plan objectives.	- Formulate and execute Federal Student Aid's budget. - Effectively manage Federal Student Aid's appropriation and assure obligation of funds conform to anti-deficiency requirements. - Deliver Status of Funds Report and other monthly budget reports delivered to Executive Management Team (EMT) the second Monday of every month. - Ensure no administrative funds lapse. - Work with EMT to ensure Federal Student Aid priorities are funded.	10/1/06	9/30/07						X

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7.7	4.6	Oversee Funds Control Branch activities.	CFO	Hilliard/ Hurt	Ensure all program transactions are entered appropriately into FMS. Program transactions include all FP Invoicing (i.e., LaRS and Form 2000) transactions, system interfaces not processed by FMS Operations (e.g., DMCS file), and systematic Applications Desktop Integrator (ADI) transactions (e.g., borrower overpayment refunds, CDDTS transactions). Also, ensure interface files to/from Financial Management System Software (FMSS) (i.e., daily FMSS summary interface files, Automated Budget Funding Entry (ABE) files, splitter allocation table, splitter re-allocation files, etc.) and the payment files sent to Treasury through EDCAPS are all processed in accordance to documented standard operating procedure.	- Maintain OMB approval of Form 2000 and LaRS reporting formats. - Process all program transactions and EDCAPS interfaces in a way that maintains the 2-day month-end closing schedule. - Continue to reduce manual transactions by automating system interfaces, when possible. - Maintain high ACSI scores for FMS and LaRS.	10/1/06	9/30/07						X
7.8	4.8	Coordinate Credit Management Scorecard activities for the President's Management Agenda initiative.	CFO	Berger/ Szabo/ Edwards/ Douglas	Provide ongoing, pro-active coordination of agreed-upon Federal Student Aid team credit management deliverables as required under the PMA.	-Complete all planned actions outlined in the Proud to Be document that are within Federal Student Aid's control. - Negotiate revised date for green status with OMB. Coordinate timely reporting with the Program area representatives and the Department for: - PMA Scorecards - Update 2007 Proud to Be document as needed - Prepare FY 2008 Proud to Be document	10/1/06	9/30/07		X	X		X	X
7.9		Manage Information Technology (IT) Assets.	CFO	Diaz/ Reynolds	Senior management needs to be able to assert as to the accuracy of the organization's physical IT inventory.	Senior management asserts to the accuracy of the FY 2007 IT inventory.	10/1/06	9/30/07						X
8.1	1.12	Provide enterprise guidance to integration projects such as: ADvance, Information Framework (IF), CSB, IPM and Data Management.	CIO	Saunders	Federal Student Aid integration development projects should align with Federal Student Aid's enterprise vision for data, business processes, and technology.	- Complete Data Standardization Sequencing Plan by 3/31/2007. - Complete Data Standardization Concept of Operations by 3/31/2007. - Ensure solicitations for CSB, IF and Advance align with Target State Vision. - Ensure requirements and design for IPM align with Target State Vision.	10/1/06	9/30/07	X	X			X	X

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8.2	5.1	Provide Enterprise Architecture (EA) support to the organization.	CIO	Saunders	This initiative is for leadership of the EA program including management of alignment points with Data Architecture, Capital Planning Investment Control (CPIC), Strategic Planning, and Enterprise Performance Management Service (EPMS) Program Management, and the Department of Education.	- Complete 100% of Architectural Reviews of selected investments at appropriate lifecycle stage gates. - Review 100% of Exhibit 300s for Federal Student Aid IT Portfolio of investments for the FY 2008 budget cycle within deadlines. - Align EA work product with Strategic Plan, CIO Business Plan and Integration team target states and sequencing plans. - Receive 'meets expectations' rating on OMB assessment of EA Program. - The Work Products Guide and the IRM Strategy are more reflective of, and tailored to Federal Student Aid's business. -Websites, repositories and tools are accessible and up to date.	10/1/06	9/30/07	X		X		X	X
8.2.1	5.1.1	Execute a coordinated EA Program that effectively aligns technology decisions to Federal Student Aid's business needs, investment processes and IT lifecycle management processes.	CIO	Saunders	Federal Student Aid needs to maintain EA processes that promote movement to the Target State Vision and consistent adoption of IT standards and best architecture practices.	- Complete 100% of Architectural Reviews of selected investments at appropriate lifecycle stage gates. - Review 100% of Exhibit 300s for Federal Student Aid IT Portfolio of investments for the FY 2008 budget cycle within deadlines. - Align EA work product with Strategic Plan, CIO Business Plan and Integration team target states and sequencing plans. - Provide access to websites, repositories and tools updated at least quarterly and with 95% availability.	10/1/06	9/30/07	X		X		X	X
8.2.2	5.1.3	Maintain and build on prior year accomplishments in implementing an EA Program that is compliant with relevant requirements and guidance and that is useful to Federal Student Aid Business Owners.	CIO	Saunders	OMB, GAO, OIG (2002 audit), and the Department require Federal Student Aid to demonstrate maturity in our EA Program and alignment with the Department of Education's agency-wide EA. In addition, the EA program must be useful in accomplishing Federal Student Aid's mission.	- Receive 'meets expectations' rating on OMB assessment of EA Program. - The Work Products Guide and the IRM Strategy are more reflective of, and tailored to Federal Student Aid's business.	10/1/06	9/30/07	X		X		X	X
8.2.3		Maintain EA repositories and websites and provide support on modeling tools.	CIO	Saunders	In order to have an effective EA Program, business and system owners must have access to the tools, standards and information needed to understand and implement the requirements of enterprise architecture.	Provide access to websites, repositories and tools updated at least quarterly and with 95% availability.	10/1/06	9/30/07	X		X		X	X

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8.3	5.2	Provide security and privacy support.	CIO	Ingwalson	The purpose of this task is to provide support so that Federal Student Aid's security program complies with federal and departmental requirements while providing guidance and assistance to Federal Student Aid's business units. The Security & Privacy (S&P) initiative provides a centralized point of contact and response for security and privacy issues at Federal Student Aid. Rather than requiring additional independent security support within each Federal Student Aid business unit (which would likely result in inconsistent interpretations of federal and departmental guidance and requirements) the S&P team consolidates the function, allowing a more efficient process, consistent Federal Student Aid security approaches, and a better allocation of resources.	<ul style="list-style-type: none">- Deliver security training to system security officers that keeps them abreast of changes in Federal mandates and Departmental policies and procedures. Complete no less than four training sessions by 9/30/2007 and provide 100% of System Security Officer specialized training requirements.- Ensure Federal Student Aid satisfactorily completes 100% of all annual self-assessments, and inventory worksheets for production systems in time for the Department's FY'07 fourth quarter Federal Information Security Management Act (FISMA) report.- Populate the vulnerability management database and begin analysis and reporting. Validate remediations for system security mitigations resulting from FISMA Audits, Security Assessments, and Certification and Accreditation (C&A). Complete validations within 10 business days from evidence submissions.- Complete Security Assessment and assist systems complete pre-certification work on all systems completing C&A in FY 2007.- Create a minimum of one Federal Student Aid Security Procedure per quarter that can assist Business Units comply with Federal Student Aid's IT Security Policy.	10/1/06	9/30/07	X	X			X	X
8.3.1	5.2.1	Deliver security training to system security officers that keeps them abreast of changes in Federal mandates and Departmental policies and procedures.	CIO	Ingwalson	It is a FISMA requirement that individuals working in IT-related fields have a component of security training annually. Keeping System Security Officers abreast of changes in requirements and processes is an essential component for complying with this requirement.	Complete no less than four training sessions by 9/30/2007. Provide 100% of System Security Officer specialized training requirements.	10/1/06	9/30/07	X	X			X	X

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8.3.2	5.2.2	Ensure Federal Student Aid systems satisfactorily complete annual self-assessments, and inventory worksheets in time for the Department's FY 2007 FISMA report.	CIO	Ingwalson	The Department is required to report to OMB and Congress quarterly on its security program. Federal Student Aid needs to keep the Department informed on its security program status for proper reporting. Reporting inventories, Critical Infrastructure Protection surveys, and Self Assessments are part of the overall report and the bases for identifying the overall controls for our systems.	Assist 100% of business areas in completing their annual risk assessments and inventory worksheets in time for FY 2007 fourth quarter FISMA reporting.	10/1/06	9/30/07	X	X			X	X
8.3.3	5.2.3	Populate the vulnerability management database with security findings to provide analysis and security reporting.	CIO	Ingwalson	In support of FISMA Plan of Actions and Milestones tracking, analysis, and reporting, we need the ability to pull historical information as well as current remediation activities to identify trends and mitigation efforts across the Federal Student Aid enterprise.	- Populate the Federal Student Aid vulnerability database with 100 % of all systems security weaknesses and begin analysis and automated reporting capabilities by 9/30/2007. - Complete validations within 10 business days from evidence submissions.	10/1/06	9/30/07	X	X			X	X

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8.3.4	5.2.4	Complete Security Assessments and assist systems complete pre-certification and accreditation work on Federal Student Aid Systems.	CIO	Ingwalson	Federal law states that systems must be authorized for operation. C&A ensures that this requirement is enforced and a the same time ensures we have the controls in place to safeguard the data we maintain for the public. Our C&A status is also identified in our OMB 300's.	- Complete Security Assessments and provide assistance for complete pre-certification work on all systems undergoing C&A in FY 2007. - Identify residual risks for all systems completing C&A.	10/1/06	9/30/07	X	X			X	X
8.3.5	5.2.5	Create Federal Student Aid Security Procedures that can assist Business Units comply with Federal Student Aid's IT Security Policy.	CIO	Ingwalson	To comply with Federal Law, Federal Student Aid Security Policy, and Departmental Security Policy, Federal Student Aid Business Units need guidance to follow. These guides or procedures will help Business Units comply with requirements and ensure the proper safeguards are in place for our systems.	Create a minimum of one Federal Student Aid Security Procedure per quarter that can assist business areas in complying with Federal Student Aid's IT Security Policy.	10/1/06	9/30/07		X			X	X
8.4	5.3	Provide Integrated Technical Architecture (ITA) and Enterprise Architecture Integration (EAI) maintenance and production support.	CIO	Reddy/ England	Keep the production environment running without interruption, and maintain existing ITA and EAI architectures within the Federal Student Aid.	Keep the production environment running without interruption and maintain existing ITA and EAI architectures within the Federal Student Aid. Achieve the following outcomes: -Respond to production troubleshooting support requests within 2.0 hours 98% of the time. -Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes). -Resolve ITA and EAI product issues within one week 97% of the time. -Provide development and testing environment build support to application teams within six days 95% of the time. - Successfully transition EAI and all ITA applications to new Virtual Data Center by 9/30/2007. - Build out pre-production environments and provide migration support to large new initiatives migrating to ITA and EAI. -Provide annual performance testing of the FAFSA application, including application/Web server tuning and capacity planning.	10/1/06	9/30/07	X	X	X		X	X

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8.4.1	5.3.1	Provide production support for ITA and EAI tools, products, and services.	CIO	Reddy/England	Keep the ITA and EAI production environment running without interruption by providing 24x7 SME technical support for product troubleshooting.	-Respond to production troubleshooting support requests within 2.0 hours 98% of the time. -Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes).	10/1/06	9/30/07	X	X	X		X	X
8.4.2	5.3.2	Provide architecture maintenance support for ITA and EAI tools, products and services.	CIO	Reddy/England	Maintain existing ITA and EAI architectures within Federal Student Aid and keep these architectures evergreen/current by providing ITA and EAI core services, including technical architecture support, product evergreening, product patches, and assisting teams in the resolution of issues.	-Resolve ITA and EAI product issues within one week 97% of the time. -Provide development and testing environment build support to application teams within six days 95% of the time.	10/1/06	9/30/07	X		X		X	X
8.4.3	5.3.3	Provide transition support for transition to new VDC.	CIO	Reddy/England	As large new initiatives migrate to ITA and EAI, and as ITA/EAI migrates to the new Data Center, additional contractor resources will be needed to provide pre-production environments and facilitate a smooth and successful transition.	Successfully transition EAI and all ITA applications to new VDC by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	X
8.4.4	5.3.4	Performance test all major applications migrating to ITA/EAI (testing, tuning and capacity planning).	CIO	Reddy/England	Provide a fully documented, repeatable and predictable performance testing process and the services required to conduct performance testing for applications and services in ITA/EAI.	- Complete performance testing within agreed schedule. - Experience no issues related to capacity during 2007-08 FAFSA processing. - Provide accurate capacity estimates to support load tested ITA application.	10/1/06	9/30/07		X	X		X	X

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8.5	5.4	Support the Federal Student Aid IT assets at the VDC with lines of service including: full and incremental backups, annual disaster recovery tests, disaster recovery location and services, capacity planning, annual penetration testing, test environment support, security, compliance to all appropriate Federal Student Aid, Department, & federal policies, regulations, statutes.	CIO	Fillinich	Provides the infrastructure for the majority of Federal Student Aid application systems.	-Develop a plan for the transition of VDC services between the extension of the VDC contract which terminates 9/30/2007, and the new, re-competed VDC contract awarded in Summer 2006. -Develop and organize Enterprise IT Services Staff in accordance with the principles of the Information Technology Infrastructure Library (ITIL)- the most widely accepted approach to IT service management, providing a cohesive set of best practices drawn from the public and private sectors throughout the world). -Conduct quarterly surveys of VDC customers with a participation level of 90% with 80% or higher reporting satisfaction with VDC operations. -Perform activities, such as ongoing monthly scanning and annual FISMA compliance reviews to maintain VDC C&A for FY 2007.	10/1/06	9/30/07		X	X		X	X
8.5.1	5.4.1	Successfully transition services to the new VDC.	CIO	Fillinich		- Fully staff Federal Student Aid transition team by 10/31/2006. - Complete baseline Transition Plan by 12/08/2006. - Complete 90% of move packages within 10 business days of planned date.	10/1/06	9/30/07			X		X	X
8.5.2	5.4.2	Publicize the features, terms, and service level agreements (SLAs) of the new VDC contract to the key stake holders of Federal Student Aid IT systems.	CIO	Fillinich		Complete all new contract communication items by 12/31/2006.	10/1/06	3/15/07			X		X	X
8.5.3	5.4.3	Complete the organization of Enterprise IT Services Staff in accordance with the principles of ITIL to support VDC service delivery.	CIO	Fillinich		Complete Service Management, IT Services Representative (ITR), and software management staffing by 3/31/2007.	10/1/06	3/31/07			X		X	X
8.5.4	5.4.4	Continue to provide basic ITIL training to untrained staff and advanced training where applicable.	CIO	Fillinich		Provide basic ITIL training to at least 20 untrained staff and provide advanced training where applicable by 9/30/2007.	10/1/06	9/30/07			X		X	X
8.5.5	5.4.5	Conduct surveys of VDC customers.	CIO	Fillinich		Publicize and conduct three quarterly customer surveys with > 90% participation and >= 80% satisfaction: Q1 due 2/28/2007 Q2 due 5/30/2007 Q3 due 8/31/2007	10/1/06	9/30/07					X	X
8.5.6	5.4.6	Perform activities, such as ongoing scanning and compliance reviews, to maintain VDC C&A for FY 2007.	CIO	Fillinich		Establish new VDC C&A baseline by 1/31/2007.	10/1/06	1/31/07		X				X
8.5.7	5.4.7	Demonstrate improvement in OIG 2007 FISMA Audit.	CIO	Fillinich		Demonstrate improvement in OIG 2007 FISMA Audit by 9/30/2007.	10/1/06	9/30/07		X				X

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8.6	5.5	Continue Enterprise QA Program to support Federal Student Aid in conducting systems assessments and evaluations consistent with best practices for Life Cycle Management and the CPIC processes.	CIO	Coleman/ Rockis	Federal Student Aid requires an independent, enterprise-wide approach for ensuring the quality of its products and services throughout the IT investment planning and control process. This initiative will ensure Federal Student Aid maintains a QA program for Federal Student Aid system development efforts that supports IV&V, Security Assessments, Production Readiness Review, and PIR. Continued implementation of this program through 9/30/07 will help Federal Student Aid reduce risk on IT investments, comply with Clinger-Cohen mandates, and provide quality products and services to our customers.	- Maintain customer satisfaction survey results for QA/IV&V and PIR efforts at 4.0 or above. The number and frequency of customer surveys is dependent on the unique QA/IV&V task elements of scope, period of performance and deliverable matrix (Scale of 1.0 to 5.0). - Update the Production Readiness Review (PRR) process guidelines, continue version control and change management based on business unit and operating partner feedback. - Conduct three (3) Post-Implementation Review efforts on Federal Student Aid - IT investments, provide lessons learned to Federal Student Aid leadership and apply process improvement to PIR procedures and documentation.	10/1/06	9/30/07		X			X	X
8.6.1	5.5.1	Update the Production Readiness Review (PRR) process guidelines, continue version control and change management based on business unit and operating partner feedback.	CIO	Coleman/ Rockis		- Complete at least one PRR Process Guideline update. - Produce a 'Lessons Learned' report for the next annual PRR cycle based on an analysis of previous PRRs.	10/1/06	9/30/07						X
8.6.2	5.5.2	Maintain customer satisfaction survey results for QA/IV&V efforts at 4.0 or above (Scale of 1.0 to 5.0).	CIO	Coleman/ Rockis		-Achieve an average score of 4.0 on QA/IV&V Customer Satisfaction Surveys (scale of 1.0-5.0). -Number and frequency of customer surveys is dependent on the unique QA/IV&V task elements of scope, period of performance and deliverable matrix.	10/1/06	9/30/07		X			X	X
8.6.3	5.5.3	Conduct three PIR efforts on Federal Student Aid - IT investments, provide lessons learned to Federal Student Aid leadership and apply process improvement to PIR procedures and documentation.	CIO	Coleman/ Rockis		Conduct at least 3 PIR's. The number of Post-Implementation Review efforts for an FY is an estimate based on the number of IT investments approved by the IPC that meet the PIR selection criteria.	10/1/06	9/30/07		X			X	X

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8.7	5.6	Support the Department's customers and business partners by participating in the PMA E-Government initiatives.	CIO	Feely/ Coleman/ Reddy/ Sattler	Participation in the cross-agency E-Gov initiatives directly supports the Department's strategic goals and objectives, particularly Strategic Plan Goal 6.3: Manage IT resources using E-Gov to improve services for our customers and partners. Participation also helps the Department meets its responsibility for implementing the PMA and maintains-"Green" on its PMA E-Gov Scorecard.	- Maintain a 'green' rating through active participation in the PMA initiatives, including Business Gateway, E-Authentication, GovBenefits, and USA Services. - Successfully move the e-Campus Based application into production use of e-Authentication by 3/31/2007.	10/1/06	9/30/07	X				X	X
8.7.1	5.6.1	Complete agency contributions / transfers of funds to the PMA initiatives.	CIO	Feely/ Coleman/ Sattler	Some PMA initiatives require annual contributions for Program Management Office (PMO) operations.	Complete agency contributions / transfer of funds to the E-Gov initiatives by 9/30/2007.	10/1/06	9/30/07					X	X
8.7.2	5.6.7	Deploy e-Authentication services into production in Federal Student Aid.	CIO	Feely/ Reddy		Successfully move the e-Campus Based application into production use of e-Authentication by 3/31/2007.	10/1/2006	9/30/07	X				X	X
8.8	5.7	Provide Security Architecture (SA) maintenance and production support.	CIO	Reddy/ Mathur	The SA is comprised of tools and technologies to ensure secure operation of the systems across the enterprise. In particular, the security architecture provides tools, technologies and protocols for identity and access management across the enterprise. Keep the production environment running without interruption, and maintain existing SA Infrastructure within Federal Student Aid.	Keep the production environment running without interruption and maintain existing SA within the Federal Student Aid. Achieve the following outcomes: - Respond to production troubleshooting support requests within four hours 98% of the time. - Ensure 98% availability of SA (not including scheduled maintenance downtimes). - Resolve SA product issues within one week 95% of the time. - Provide development and testing environment build support to application teams within two weeks 95% of the time. - Successfully integrate eCB, IPM and Enterprise Service Bus (ESB) into SA according to project schedules. - Integrate selected additional Federal Student Aid applications to the SA infrastructure.	10/1/06	9/30/07	X	X				X

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8.8.1	5.7.1	Provide production support for SA tools, products, and services.	CIO	Reddy/ Mathur	Keep the SA production environment running without interruption by providing 24x7 SME technical support for product troubleshooting.	-Respond to production troubleshooting support requests within four hours 98% of the time. -Ensure 98% availability of SA architecture (not including scheduled maintenance downtimes). - Resolve SA product issues within one week 95% of the time. - Provide development and testing environment build support to application teams within two weeks 95% of the time.	10/1/06	9/30/07	X	X				X
8.8.2	5.7.2	Maintain and enhance SA by integrating other applications.	CIO	Reddy/ Mathur	- Achieve Single Sign-on across multiple applications based on enterprise roles. - Integration Tasks: Integration of applications with SA. The following three applications are to be integrated. - IPM integration with SA: In the enrollment process and RID assignment, IPM will interface with SA's Webseal and use Tivoli Identity Management (TIM) and Tivoli Access Management (TAM). This integration of IPM into SA will be a major task for the SA development effort. - ESB integration with SA is also required. - Finish integration of eCB.	- Successfully integrate eCB, IPM and ESB into SA according to project schedules. - Integrate selected additional Federal Student Aid applications to the SA infrastructure.	10/1/06	9/30/07	X	X				X
8.9		Maintain and enhance the existing Enterprise Data Management (EDM) Program that supports Federal Student Aid business areas and focuses on data as an enterprise asset.	CIO	Reddy/ Hyland/ Horn	Proper implementation of an EDM Program will reduce development costs by reusing work, will increase quality by reusing work already tested and developed, and will enhance enterprise information and understanding.	- Maintain 100% of shared/ reusable elements required by IPM. - Ensure an additional 10% (100) elements are added to the Extensible Markup Language (XML) Registry and Repository. - Maintain the Enterprise Conceptual Data Model.	10/1/06	9/30/07	X	X	X		X	
8.9.1		Maintain current elements (and ensure they are reused for new development projects) in the XML Registry and Repository.	CIO	Reddy/ Hyland/ Horn	The XML Registry and Repository is the central location where agreed upon data work (data definitions) is kept. Keeping current elements accurate is important to quality development of new applications.	Maintain 100% of shared/ reusable elements required by IPM.	10/1/06	9/30/07	X	X	X		X	
8.9.2		Increase the number of elements in the XML Registry and Repository.	CIO	Reddy/ Hyland/ Horn	Continually increasing the number of elements in the XML Registry and Repository is important as it creates the shared data vision and increases the ability of the organization to reuse work.	Add an additional 10% (100) elements to the XML Registry and Repository by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	

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8.9.3		Maintain the Enterprise Conceptual Data Model.	CIO	Reddy/Hyland/Horn	The Enterprise Conceptual Data Model is the document that informs the data vision. Keeping this document current is important to keep all new development projects synchronized on a data level.	Maintain the Enterprise Conceptual Data Model.	10/1/06	9/30/07	X	X	X		X	
9.1	11.1	Implement Federal Student Aid enterprise communications strategy.	Comm & Admin - Comm	O'Brien	The goal of Federal Student Aid's enterprise communications strategy is to establish a unified approach to positioning Federal Student Aid with customers, partners, and employees so that we increase awareness and usage of the organization's resources. This initiative will continue implementation of the enterprise-wide communications strategy and the application of consistent branding to all communications (aid awareness marketing and outreach, publications, Web sites, internal materials, etc.).	-Support the integration of the Federal Student Aid brand/look and feel (per the Style Guide) to both print publications and Web sites. -Begin implementation of Intranet site upgrade per the Federal Student Aid Style Guide and the Intranet redesign analysis. -Secretary Spellings, in conjunction with Federal Student Aid, will disseminate a press release on postsecondary education and speak at a postsecondary conference. Share responsibility with Communications and Administration.	10/1/06	9/30/07	X				X	
9.1.1		Support integration of the Federal Student Aid brand/look and feel.	Comm & Admin -Comm	Greene		Support the integration of the Federal Student Aid brand/look and feel (per the Style Guide) to both print publications and Web sites.	10/1/06	9/30/07	X				X	
9.1.2		Begin implementation of Intranet site upgrade.	Comm & Admin -Comm	Greene		Begin implementation of Intranet site upgrade per the Federal Student Aid Style Guide and the Intranet redesign analysis.	10/1/06	9/30/07	X				X	
9.1.3		Develop and execute a nationwide postsecondary outreach strategy for Secretary Margaret Spellings.	Comm & Admin -Comm	O'Brien	This endeavor will provide nationwide awareness and outreach for postsecondary education.	Secretary Spellings, in conjunction with Federal Student Aid, will disseminate a press release on postsecondary education and speak at a postsecondary conference. Share responsibility with Communications and Administration.	10/1/06	9/30/07		X				X
9.2	6.1	Plan, manage and execute the Federal Student Aid Conferences, Software Developers' Conference and exhibit at conferences on behalf of Federal Student Aid.	Comm & Admin - Comm	Thares	Update and train schools and financial aid partners on Federal Student Aid's newest products and services, federal regulations and legislative updates.	Conference participants will rate overall conference program at 4.50 or higher on a 5.0 point scale (2005 Baseline=4.50).	10/1/06	9/30/07		X			X	X

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9.3	6.2	Develop, implement and manage effective day-to-day internal communications campaign.	Comm & Admin - Comm	Greene	Efficiently store and disseminate information to Federal Student Aid staff to assist them in completing their day-to-day responsibilities.	Routinely provides timely and accurate updates to Federal Student Aid employees, as well as ED employees as appropriate, on issues of the day through tools like the Starting Line, For Starters, the Federal Student Aid Weekly News and the weekly report to the Secretary.	10/1/06	9/30/07			X			X
9.4	6.3	Manage controlled correspondence functions including Freedom of Information Act (FOIA), Privacy Act and Controlled Mail.	Comm & Admin - Comm	Boggs/ Cook/ Sweet	Satisfy regulatory requirements that Federal Student Aid provide and track information throughout the organization.	Federal Student Aid will maintain an overdue rate of less than five percent per month.	10/1/06	9/30/07		X				X
9.5	6.4	Develop, implement and manage day-to-day external communications by tracking and answering reporter and customer requests.	Comm & Admin - Comm	Aiello	Efficiently and effectively position Federal Student Aid with external stakeholders.	Ensure timely and accurate dissemination of information to Federal Student Aid stakeholders by having routine requests answered within a 20-day period.	10/1/06	9/30/07		X	X		X	X
9.6	6.5	Submit final FY 2006 Annual Performance Report to Congress, and plan for the following year update.	Comm & Admin - Comm	O'Brien/ Greene	Required by Performance Based Organization (PBO) legislation. The COO will prepare and submit to Congress, through the Secretary, an annual report on the performance of the PBO.	Report submitted to Congress in 1st quarter of FY 2007.	10/1/06	12/31/06					X	X
9.7	6.6	Update Federal Student Aid's Five-Year Performance Plan for FY 2007-2011, and plan for the following year update.	Comm & Admin - Comm	O'Brien/ Greene	Required by PBO legislation. The Secretary and COO shall agree on a performance plan for the PBO for the succeeding five years that establishes measurable goals and objectives for the organization.	Report submitted to Congress in 4th quarter of FY 2007.	10/1/06	9/30/07					X	X
9.8		Develop and implement a strategy for the public disclosure of critical information on Federal Student Aid Web sites.	Comm & Admin - Comm	Aiello	This endeavor will provide the public with critical information that is frequently requested.	Ensure timely and accurate dissemination of information to the public by implementing a plan that will list the types of data to be posted to our Web sites and updated annually or as needed.	10/1/06	6/30/07		X	X		X	X
9.9		Plan and execute Federal Student Aid's Intern Program.	Comm & Admin - Comm	Thares/ Young	Recruit interns to help Federal Student Aid managers with critical work.	Interns will rate the overall intern program at 4.0 or higher on a 5.0 point scale. Recruit at least one intern to work part-time, full-time or as a Student Career Experience Program (SCEP).	10/1/06	9/30/07				X	X	X

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10.1	10.1	Implement and update human capital plan.	Comm & Admin -WSS	Manheimer/ Reynolds	Goal One of the Federal Student Aid Human Capital Plan commits the organization to integrating our Strategic Plan and Daily Operations to ensure workforce readiness and the ability to carry out our mission. During FY 2006 a goal for improving diversity was added to the plan.	-Plan updated annually. -Progress reports monthly. -Issue Human Capital Dashboard monthly. -Milestones met monthly. -Approach for Federal Student Aid diversity initiative identified. -Approach and milestones developed and met for policies to support the Human Capital Plan.	10/1/06	9/30/07				X		X
10.2		Develop a strong bench of current and future leaders.	Comm & Admin -WSS	Babson	Goal Two of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time.	-Develop an application and criteria for a leadership talent pool. -Build EMT Skills. -Initiate "Directs" Program. -Deliver 2006-07 <i>Cornerstones</i> Program. -Identify beneficiaries of Leadership Fund. -Evaluate Cornerstones and use of Leadership Fund; provide findings to EMT. -Respond to OM data call on Proud to Be. -Re-evaluate supervisor/manager competencies.	10/1/06	9/30/07				X		X
10.3		Provide responsive Employee and Labor Relations Support Services that strengthen our results-oriented culture.	Comm & Admin -WSS	Mondragon/ Greene/ Farrell	Goal Three of the Federal Student Aid Human Capital Plan includes a goal dedicated to strengthening our results-oriented culture to ensure a motivated workforce that performs at the optimal level needed to accomplish our mission and delight our customers.	-Develop a performance management action plan by 12/31/2006. -Achieve monthly goals established in performance management action plan.	10/1/06	9/30/07				X	X	
10.4		Provide high quality, timely Human Resources (HR) Operations Support Services.	Comm & Admin -WSS	Mondragon/ Teresa	Goal Four of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring.	-Establish baseline metrics for each of the key HR operations services by 12/31/2006. -Develop method for tracking progress against established metrics by 03/31/2007. -Deliver first performance report on HR operations metrics by 06/30/2007. -Deliver second performance report on HR operations metrics by 09/30/2007 and demonstrate achievement of performance goals. -Deliver and evaluate training modules to managers on key HR topics to strengthen knowledge and skills.	10/1/06	9/30/07				X	X	

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10.5		Align the Communications and Administrative Services organization to carry out its mission.	Comm & Admin -WSS	Mondragon	Goal of Four of the Federal Student Aid Human Capital Plan is to ensure the right people in the right jobs at the right time. This activity supports Goal Four.	-Reorganization proposal completed and submitted to ED for approval by 10/30/2006. - Reorganization approval by 11/30/2006. -Reorganization implemented by 12/31/2006. -New C&A organization fully staffed and operational by 6/30/2007. -Evaluation of reorganization effectiveness by 9/30/2007.	10/1/06	9/30/07				X		X
10.6	10.8	Develop a highly competent workforce.	Comm & Admin -WSS	Teresa/ Rumber	Goal Four of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-Revise Skills Catalog to align w/new org structure. -Deliver classes to improve knowledge of Federal Student Aid and core business skills in FY 2007. -Identify inventory of training needed for FY 2008 - by 09/2007. -Develop approach for individualized development planning for Federal Student Aid. -Report percentage of attendees reporting knowledge and skill gains, no.classes delivered, attendance & satisfaction rates, cost (for contracted classes). -Achieve a satisfaction rate of 80%.	10/1/06	9/30/07				X		X
10.6.1		Design and develop Student Aid Essentials curriculum.	Comm & Admin -WSS	Brown	Goal Four of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-Deliver 2 curriculum modules. -Implement evaluation strategy. -Report percentage of participants achieving learning objectives. -Achieve a customer satisfaction rate of 80%.	10/1/06	9/30/07				X		X
10.7	10.10	Implement transit and parking benefits program for staff.	Comm & Admin -WSS	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that it can achieve the goals of the Strategic Plan.	-Quarterly distributions are conducted on a timely and accurate basis. -Parking and transit benefit applications are transmitted to OM within two business days of receipt. -Adequate communications are provided within Federal Student Aid staff to alert and remind of reallocation timelines and other requirements.	10/1/06	9/30/07				X		X
10.8	10.12	Implement the facilities management plan, using web-based facilities tracking pilot with Office of Management (OM) as a primary tool.	Comm & Admin -WSS	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that it can achieve the goals of the Strategic Plan.	Improve response times and workplace data over the prior performance year by integrating functionalities and results derived from the pilot with daily management of facilities work.	12/1/06	9/30/07				X	X	X

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10.9	10.11	Acquire and renovate additional office space to supplement and improve current space management plan for Union Center Plaza (UCP), and upgrade regional training facilities.	Comm & Admin -WSS	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	Completion of three additional and unique workspaces for Federal Student Aid employees and contractors.	12/1/06	9/30/07				X		X
10.10	10.13	Implement and integrate an emergency management plan in three Federal Student Aid regional offices.	Comm & Admin -WSS	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	Development of a practical template from current UCP emergency plan that can be applied and implemented in each selected regional office (subject to related municipal codes).	1/1/07	9/30/07		X		X	X	X
10.11		Develop an enterprise-wide program to improve Federal Student Aid record archiving and retention.	Comm & Admin -WSS	Washington	Federal Student Aid needs a practical record retention model that includes appropriate approvals and controls for items that are archived. The model must also contain fiscal limits and retention schedules, so that outdated materials can be purged and eliminated on an efficient business cycle, or when needed.	-Development of a model or program that provides standard operating procedures, fiscal or budgetary limits, retention scheduling and storage monitoring and elimination.	10/1/06	9/30/07		X			X	
11.1	7.3	Improve financial management through performance, budget, and acquisition integration.	Ent Perf Mgmt	Bradfield	Improve management processes for translating user needs into cost effective, reliable, and sustainable business systems.	-Perform comprehensive investment analysis. -Perform thorough acquisition planning. -Reduce Federal Student Aid Costs.	10/1/06	9/30/07		X	X	X	X	X
11.1.1	7.3.1	Perform comprehensive investment analysis.	Ent Perf Mgmt	Bradfield	Establish consistent and effective business case alternatives analysis capability.	-Put staff in place. -Finalize strategic market research plan. -Put market research in place. -Develop plan for spend analysis. -Actively work with business owners to improve business case quality, including thoroughness of analysis.	10/1/06	9/30/07		X	X	X	X	X
11.1.2	7.3.2	Perform thorough acquisition planning.	Ent Perf Mgmt	Bradfield	Improve enterprise-level acquisition planning.	Establish and maintain Enterprise Level Acquisition Plan.	10/1/06	9/30/07		X	X	X	X	X

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11.1.3	7.3.3	Reduce Federal Student Aid Costs.	Ent Perf Mgmt	Bradfield	Increase the use of cost-effective contract vehicles.	Increase competition through: -Multiple award vehicles. -Ensure that Indefinite Quantity Indefinite Delivery (ID/IQ) procurement vehicles include provisions allowing fair opportunity to compete.	10/1/06	9/30/07		X	X		X	X
11.2	7.4	Optimize Return on Investment.	Ent Perf Mgmt	Bradfield	Improve management processes for translating user needs into cost effective, reliable, and sustainable business systems.	-Improve the procurement planning process. -Provide and help manage solution delivery and implementation. -Drive superior performance. -Train the acquisition workforce. -Shape the acquisition workforce. -Provide Defense Contract Audit Agency (DCAA) Support.	10/1/06	9/30/07		X	X	X	X	
11.2.1	7.4.1	Improve the procurement planning process.	Ent Perf Mgmt	Bradfield	Improve planning within Federal Student Aid Acquisitions.	-Ensure that all necessary personnel (program office, business owners, CIO, CFO, EPMS, etc. (as appropriate)) are involved from the beginning in acquisition plan kickoffs for procurements > \$250K. -Conduct planning phase Contract Review Board (CRB). -Minimize ratifications. -Establish Ratification Policy for Federal Student Aid.	10/1/06	9/30/07		X	X	X	X	
11.2.2	7.4.2	Provide and help manage solution delivery and implementation.	Ent Perf Mgmt	Bradfield	Create and manage effective contracts.	-Increase the use of Small Business contracts. -Minimize the number of sole source acquisitions. -Establish Contracting Officers (COs) as approving officials for invoices and process invoices in accordance with Prompt Payment requirements. -Minimize constructive changes.	10/1/06	9/30/07		X	X	X	X	
11.2.3	7.4.3	Drive superior performance.	Ent Perf Mgmt	Bradfield	Increase efficiency and effectiveness of Federal Student Aid Acquisitions processes.	-Standardize business operations. -Conduct independent contract management review and implement recommendations and best practices. -Evaluate performance against recommendations and best practices. -Raise the CRB threshold. -Start electronic filing of contract documentation. -Develop short and long range plans for improving workflow management, reporting, and electronic filing. -Deploy operational databases. -Finalize and coordinate with Contracts and Acquisition Management (CAM) the Federal Student Aid requirements for an Acquisition Management Information System.	10/1/06	9/30/07		X	X	X	X	

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11.2.4	7.4.4	Train the acquisition workforce.	Ent Perf Mgmt	Bradfield	A better trained acquisition workforce.	-Finalize the standard (skill levels, objectives of training, etc.). -Assess staff skills, training, and experience levels against the standard. -Deliver, assess, and report training effectiveness and training objective achievement. -Ensure and measure skill transfer to job following training event.	10/1/06	9/30/07		X	X	X	X	
11.2.5	7.4.5	Shape the acquisition workforce.	Ent Perf Mgmt	Bradfield	A better performing acquisition workforce.	-Coordinate COR quality standards and appointment process with the Senior Procurement Executive (SPE). -Improve COR management processes. -Evaluate the workforce against the standard. -Continue contract collaboration sessions to promote standardization. -Provide tools and training to improve communication skills.	10/1/06	9/30/07		X	X		X	
11.2.6	7.4.6	DCAA Support.	Ent Perf Mgmt	Bradfield	Provide specialized reviews of contractor data such as indirect cost review, labor system reviews, estimating system reviews, accounting system reviews, etc. Such reviews gives Federal Student Aid assurance of contractor cost integrity.	-Maintain an evaluation vehicle by which to obtain services.	10/1/06	9/30/07		X	X		X	
11.3	11.12	Establish Quantitative and Qualitative (Q&Q) Cost library.	Ent Perf Mgmt	Bradfield	Federal Student Aid is in need of historical data to perform various cost studies necessary to make realistic, but justifiable business cases, ultimately leading to better budget planning and fiscal management. The cost library is a necessary step to that end.	Operational cost library is established.	10/1/06	9/30/07		X	X			

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11.4	7.5	Continually monitor and report on accomplishments related to the high-risk areas and to recommendations in GAO's 2004 high-risk review.	Ent Perf Mgmt	White	The Student Financial Aid Programs were designated by the GAO as high risk from 1990 through 2004. GAO identified issue areas Federal Student Aid should target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. GAO included recommendations in their 2004 report related to human capital and accountability. Federal Student Aid needs to continue to monitor progress in those areas to ensure that the GAO does not re-designate the student aid programs as high risk.	Enterprise Risk Management Group (ERMG) will submit monthly reports on this item based on status reports on other annual plan activities related to high risk issue areas, on execution of corrective actions in response to GAO and OIG reports, on progress on the FY 2007 financial statement audit, and on results of internal reviews and risk assessments.	10/1/06	9/30/07	X	X	X	X	X	
11.5	7.6	Maintain close ties with GAO and OIG, facilitate their audit activities and assist Federal Student Aid management in addressing significant issues from those activities in a timely and effective manner.	Ent Perf Mgmt	Dore/ White	Federal Student Aid must respond to OIG and GAO requests related to ongoing and completed audits, as well as to draft and final audit reports.	-Survey Federal Student Aid staff involved in open internal audits during the year. -Meet regularly with OIG.	10/1/06	9/30/07		X				X
11.5.1	7.6.1	Survey Federal Student Aid staff involved in open internal audits during the year.	Ent Perf Mgmt	White		Surveys conducted after issuance of draft responses and after audit closure indicate increased satisfaction with the audit process.	10/1/06	9/30/07						X
11.5.2	7.6.2	Meet regularly with OIG audit management.	Ent Perf Mgmt	Dore		RMG Director meets at least quarterly with OIG audit and IT management.	10/1/06	9/30/07						X
11.6	7.7	Perform the audit reporting and audit liaison functional responsibilities for all of Federal Student Aid.	Ent Perf Mgmt	Dore/ White	OMB Circular A-50, "Audit Follow-up," requires federal agencies to resolve all audit recommendations within six months of their issuance and to establish a system for resolving audits and ensuring follow-up on corrective actions. In addition, the OIG and GAO require responses to their various work products within specified timeframes.	-Ninety-nine percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -Ninety-nine percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline. -Audit Liaison team has improved audit tracking and reporting capabilities.	10/1/06	9/30/07						X

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11.6.1	7.7.1	Deliver responses and CAP's within allowed timeframes.	Ent Perf Mgmt	White		-Ninety-nine percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -Ninety-nine percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline.	10/1/06	9/30/07						X
11.6.2	7.7.2	Track internal audit status and report monthly to senior management.	Ent Perf Mgmt	White		-Enhance the internal audit tracking database system to meet current needs. -Expand its reporting and tracking capabilities.	10/1/06	9/30/07						X
11.7	7.8	Maintain and enhance Internal Review (IR) capabilities.	Ent Perf Mgmt	White/ Sefton	Federal Student Aid has an internal review function to assess the effectiveness of internal controls over operations and functions and to assess the efficiency and effectiveness of those operations/functions.	- Manage and update the IR risk-based methodology for developing annual internal review work plans. - Manage, execute, and update the FY 2007 internal review plan. - Prepare an FY 2008 internal review work plan that is aligned with management goals and objectives. - Issue a report on internal review accomplishments for FY 2007.	10/1/06	9/30/07		X	X	X	X	X
11.7.1	7.8.1	Manage and update a risk-based methodology for developing annual internal review plans so it is flexible and recognizes new and emerging risks.	Ent Perf Mgmt	White/ Sefton		Update the methodology as risks to Federal Student Aid's ability to meet objectives, and new tools and information become available.	10/1/06	9/30/07		X	X	X	X	X
11.7.2		Manage, execute, and update the FY 2007 internal review plan ensuring that IR resources are available to respond to changing management priorities.	Ent Perf Mgmt	White/ Sefton		Provide monthly updates to the Chief Risk Officer on the progress toward accomplishing the FY 2007 work plan.	10/1/06	9/30/07		X	X	X	X	X
11.7.3	7.8.2	Prepare a FY 2008 internal review work plan.	Ent Perf Mgmt	White/ Sefton		Submit an FY 2008 internal review work plan to the COO and Federal Student Aid's EMT by 8/31/2007.	8/1/07	9/30/07		X	X	X	X	X
11.7.4	7.8.3	Issue a report on internal review accomplishments for FY 2007.	Ent Perf Mgmt	White/ Sefton		Submit a report on internal review accomplishments in FY 2007 to the COO and EMT by 9/30/2007.	8/1/07	9/30/07						X

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11.8	7.9	Continue efforts to develop and execute Enterprise Risk Management (ERM) Communication and Training Plans for the ERMG organization and Federal Student Aid.	Ent Perf Mgmt	Dore/ White	Enhanced risk management and internal review capabilities will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	- Provide appropriate specialized risk management training opportunities for ERMG staff and management. - Provide for effective, organization-wide communication regarding ERM and IR, as well as training sessions and access to risk management resources. - Develop ERM resources and reference materials to assist Federal Student Aid's employees and business areas in gaining a better understanding of how to identify, assess, manage and report on risks. - Utilize innovative measures to improve effectiveness in staffing the ERMG and obtain contract resources to ensure appropriate expertise and address any staffing shortfalls.	10/1/06	9/30/07		X	X	X	X	X
11.8.1	7.9.1	Provide appropriate specialized risk management training opportunities for all Risk Analysis and Reporting staff.	Ent Perf Mgmt	Dore		-Ensure that all ERMG staff have appropriate Individual Development Plans (IDPs) in place within 90 days of beginning work. -Require that these IDPs include formal training on ERM and the Committee of Sponsoring Organizations (COSO) ERM framework being implemented at Federal Student Aid.	10/1/06	9/30/07				X	X	X
11.8.2	7.9.2	Provide for effective, organization-wide communication on the purpose and role of the ERMG, with particular focus on the new Risk Analysis and Reporting Division.	Ent Perf Mgmt	Dore		- Conduct internal and external presentations on the role of Federal Student Aid's ERMG and the ERM implementation strategy (through 09/30/2007). - Create and conduct appropriate relevant training sessions/materials (by 3/31/2007).	10/1/06	9/30/07		X			X	X
11.8.3	7.9.3	Develop ERM resources and reference materials to assist Federal Student Aid's employees and business areas in gaining a better understanding of how to identify, assess, manage and report on risks.	Ent Perf Mgmt	Dore		- Develop relevant resources and reference materials including: risk policies and procedures; guidance on performing risk assessments; ERM implementation strategies; and implementation of the COSO ERM - Integrated Framework.	10/1/06	9/30/07		X			X	X

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11.8.4	7.9.4	Utilize innovative measures to improve effectiveness in staffing the ERMG and obtain contract resources to ensure appropriate expertise and address any staffing shortfalls.	Ent Perf Mgmt	Dore/ White		Develop specific position descriptions for Risk Management and IR. Fill at least 75% of authorized vacancies with qualified personnel. Complete acquisition process to ensure the availability of contractor resources to supplement ERM staffing as deemed appropriate.	10/1/06	9/30/07		X		X	X	X
11.9		Manage, conduct, or assist with performing special projects such as risk assessments, fraud analyses, system/data analyses, etc. as requested or approved by executive management.	Ent Perf Mgmt	Dore/ White	Involvement with special projects will enhance the ability of Federal Student Aid's management to identify, assess and manage risks in a timely manners and further efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	- Completion of Publicly Traded Corporation Risk Assessment Project and on-site reviews by 6/30/2007. - Continuation of Fraud Initiative with completion of 10 action items during FY 2007. - Participation in one or more additional special projects or new initiatives during FY 2007.	10/1/06	9/30/07		X			X	X
11.10	7.10	Develop FY 2008 Annual Performance Plan.	Ent Perf Mgmt	Hall	Development of the PBO's annual performance plan helps move the organization closer to achieving it's long-term strategic goals and objectives. This plan becomes the basis for the performance contract, required by the PBO legislation, between the Secretary and the COO as well as the COO and the COO's direct reports.	Draft version to COO by 9/30/2007.	8/1/07	9/30/07						X
11.11	7.11	Issue customer satisfaction survey results.	Ent Perf Mgmt	Hall	Legislation requires the PBO to improve service to students and other participants in the Title IV programs. Having an independent entity survey the PBO's customers provides the level of satisfaction and areas which need improvement.	Provide customer satisfaction index scores to the Department for inclusion in the Department's PAR.	1/1/07	9/30/07					X	X

Federal Student Aid
FY 2007 Operations Plan

FY 2007 PROJECT NUMBER	FY 2006 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
11.12	7.12	Execute reporting for Federal Student Aid's Annual Performance Plan and the Department's PAR.	Ent Perf Mgmt	Hall	Reporting on Federal Student Aid's performance progress satisfies Congressional and OMB requirements.	-Provide monthly annual plan reports to Federal Student Aid EMT and senior leaders within two weeks of month's end. -Other reporting is provided within the scheduled timeframe.	10/1/06	9/30/07						X
11.13	7.1	Standardize project management practices, where applicable.	Ent Perf Mgmt	Kuriatnikova	An integrated and common approach to managing projects will enable Federal Student Aid to more efficiently and effectively control costs and business processes.	-Continue implementing standardized project management practices across identified projects. -Monitor project costs and schedules for improvements.	10/1/06	9/30/07						X
11.14	7.2	Support project oversight and control.	Ent Perf Mgmt	Kuriatnikova	Improved visibility into major Federal Student Aid projects.	-Analyze and report Project Scorecards monthly. -Support Earned Value Management for applicable projects.	10/1/06	9/30/07						X
12.1		Conduct activities related to federal and state legislation that affect federal student aid. Participate in development of regulations and other guidance resulting from legislation and aid related initiatives.	COO - Policy	Baker	The PBO has a statutory responsibility to recommend legislative and other policy changes to the Secretary. Federal Student Aid must ensure that changes to the Title IV programs that result from the HEA reauthorization as well as any other legislation and any resulting regulations or guidance are reviewed during development and implemented properly. PLI is responsible for coordinating Federal Student Aid's policy implementation with OPE and OGC.	PLI will recommend statutory and regulatory changes to the Assistant Secretary OPE to improve the administration of Title IV programs. PLI will represent Federal Student Aid in developing and reviewing legislation that affects federal student aid. This will be done in a timely and professional manner and includes: -Reviewing pending legislative proposals and coordinate Federal Student Aid response to the Office of Legislative and Congressional Affairs (OLCA). -Coordinating with OPE and OGC on legislative proposals. -Monitoring HEA and non-HEA legislation and regulations that affect federal student aid and advising Federal Student Aid management and operating units about relevant issues. PLI will also enhance the effectiveness of Federal Student Aid cooperative efforts with OPE and OGC by working OPE leadership to prioritize and identity PLI work on major projects in advance. Every effort will be made to match PLI staff expertise with individual OPE projects to ensure	10/1/06	9/30/07		X	X		X	X

Federal Student Aid
FY 2007 Operations Plan

FY 2007 PROJECT NUMBER	FY 2006 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
12.2		Conduct activities related to required submissions to OMB.	COO - Policy	Baker	The Privacy Act, other law and OMB requirements mandate that certain submissions, clearances, and approvals take place in order for Federal Student Aid to conduct much of its business.	In partnership with the Federal Student Aid operating units: -Review or draft, and recommend the submission of OMB clearance packages (such as forms, regulations, paperwork reduction burden assessments, computer matching agreements, system of record notices, formal approvals, etc.). -Enhance efficiency and consistency of Federal Student Aid submissions.	10/1/06	9/30/07		X	X		X	X
12.3		Provide statutory, regulatory and other policy advice, leadership and expertise to Federal Student Aid management and staff, including developing and/or participating in the development of internal and external Federal Student Aid communications.	COO - Policy	Baker	To ensure accurate and consistent policy advice, PLI staff is the central policy unit for Federal Student Aid concerning legislation, regulations and other policy guidance related to student aid.	PLI will provide timely and professional advice to Federal Student Aid management and operating units on implementation of statutory and regulatory changes and other policy guidance. Success will be assessed by an annual evaluation by internal Federal Student Aid customers.	10/1/06	9/30/07		X	X	X	X	X
12.4		Work with external customers such as schools, lenders, students, servicers, associations, et al, on questions of policy implementation.	COO - Policy	Baker	PLI is the point of contact for questions about Federal Student Aid policy implementation.	-PLI will respond in a timely manner to inquiries from external customers. -Provide accurate and professional presentations at meetings and/or conferences.	10/1/06	9/30/07		X				X
13.1	8.1	Provide high quality information, research and informal problem resolution services to student aid recipients and other participants in student aid programs.	COO - Ombud	Wiley	The office’s statutory mandate is to attempt informal resolution of student aid complaints, provide public outreach and evaluate activities and effectiveness.	-Conduct weekly surveys of customer satisfaction with research and general assistance cases, maintaining an average score of 4.0 on a scale of 1 – 5, with 5 being the highest score. -Distribute information to Federal Student Aid offices and industry partners about ombudsman functions, availability and level of activity on no less than a quarterly basis. -Increase outreach initiatives and activities to internal/external partners by 10% to build collaborative relationships.	10/1/06	9/30/07		X			X	X

*Red font indicates action item has been cancelled.

FY07 PROJECT NUMBER (Revised)	FY06 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives					
									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.1	11.11	Implement National Student Loan Data System (NSLDS) enhancements.	Bus Ops - FP Srvs	Fontana	(The needs of each enhancement will be provided when requested).	Background Note: Contingency fund for enhancements. Not known at this point.	10/1/06	9/30/07		X			X	
20.2	11.14	Implement Financial Partners Data Mart enhancements.	Bus Ops - FP Srvs	Beavers	(The needs of each enhancement will be provided when requested).	Contingency fund for enhancements. Not known at this point.	1/1/07	9/30/07		X			X	
20.3	11.6	Implement an electronically searchable Federal Student Aid Handbook.	Bus Ops - App, Ops & Del Srvs	Roemer	Searchability requirements have been validated with focus groups: the ideal product is an indexed, searchable Portable Document Format (PDF) version of the Federal Student Aid Handbook.	-Obtain contract support for searchable PDF by 3/15/2007. -Complete and make available all volumes of electronically searchable Federal Student Aid Handbook by 9/30/2007.	10/1/06	9/30/07					X	X
20.4	11.16	Implement eCampus-Based (eCB) application modifications necessary for eCB to utilize Federal Student Aid Chief Information Officer's (CIO's) security architecture.	Bus Ops - App, Ops & Del Srvs	Leith		-Provide notification of the implementation of Security Architecture to the financial aid community via Dear Colleague Letters posted to the Information for Financial Aid Professionals (IFAP) Web site by 10/31/2006. -Provide in-person registration assistance to eCB users during the Federal Student Aid conferences in October and November 2006. -Provide training to the financial aid community at the Federal Student Aid conferences in October and November 2006. -Provide training to Federal Student Aid staff and contractors who use the eCB System by 12/15/2006. -Complete full implementation of the Security Architecture functionality by 1/31/2007.	10/1/06	1/31/07	X	X			X	
20.5	11.26	Maintain and enhance inclusive Business Operations' Application, Operations and Delivery Services requirements-tracking process that includes the input of all Federal Student Aid clients.	Bus Ops - App, Ops & Del Srvs	Leith	Our requirements should incorporate the input and critical business needs of students, parents, school administrators, and Federal Student Aid staff.	-Build on the integrated work team approach established in FY 2005 and worked on in FY 2006 to include milestones for customer feedback.	10/1/06	9/30/07		X			X	X
20.6		Determine strategy to integrate and streamline core school functions/products into ADVance.	Bus Ops - App, Ops & Del Srvs	Ackermann	Federal Student Aid needs to streamline and integrate its processes to better serve its customers.	-Develop "white papers" stating the need and benefits of each of the following functions being analyzed: --Integrated school's "views" into Federal Student Aid systems (by 12/15/2006) --Institutional usage of EDExpress (by 2/1/2007) --Paperless Free Application for Federal Student Aid (FAFSA) (in conjunction with Student Aid Awareness and Applicant Services) (by 3/31/2007) --Student-level reporting of Campus-Based information and elimination of current Fiscal Operations Report and Application to Participate (FISAP) (by 3/31/2007) --Improving applicant data accuracy (by 6/1/2007) -Develop high-level requirements for those which the Department agrees to implement (by 9/30/2007).	10/1/06	9/30/07	X	X	X	X	X	X

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
20.7		Improve the process of referrals to Federal Student Aid Program Compliance.	Bus Ops - App, Ops & Del Svcs	Leith	Federal Student Aid needs to ensure that schools are identified and referred to Program Compliance when they are at risk of non compliance with Title IV regulations and processes.	Define and operationalize risk triggers and establish risk thresholds in conjunction with the implementation of the Integrated Program Management (IPM) solution.	10/1/06	9/30/07		X				
20.8		Conduct usability study of Fundamentals of Title IV Administration course materials.	Bus Ops - App, Ops & Del Svcs	Roemer	Schools beginning participation in Federal Student Aid need a foundation of basic knowledge of the Title IV programs, administrative procedures, and systems in order to administer the programs successfully.	-Conduct at least two follow up interviews during the period November 2006 through June 2007 with selected participants of the October 2006 Fundamentals of Title IV Administration training to evaluate the effectiveness of the training. -Analyze the information provided in the follow up interviews by 9/30/2007.	11/1/06	9/30/07						X
20.9	11.4	Implement the Integrated Partner Management (IPM) Solution.	Prog Compl Svcs	Wyatt	<p>The IPM project was initiated to address some of the deficiencies in Federal Student Aid's current stove-piped system architecture, characterized by multiple trading partner entry points to Federal Student Aid's services: redundant data edits, redundant data storage, excessive file exchange activities, and the inability to view data holistically about a trading partner's activities and needs. These deficiencies result in barriers to performing adequate monitoring and oversight, limit Federal Student Aid's ability to provide customer service to trading partners, create frustration among Federal Student Aid's customers who must deal with multiple Federal Student Aid systems to perform a single business function, and contribute to risk in the student aid programs.</p> <p>IPM will significantly improve Federal Student Aid's business operations, including the critical monitoring and oversight functions, by creating the ability to track customer activities through the full life-cycle of a trading partner's functions within Federal Student Aid's systems. IPM will also increase customer satisfaction by leveraging single partners.</p>	-Conduct and complete Detailed Requirements/Design tasks 8/31/2007. -Complete Operations and Management (O&M) offeror evaluations and award O&M Blanket Purchase Agreement (BPA) contract by 12/15/2006. -Begin Development Phase I - enrollment & eligibility by 9/30/2007.	10/1/06	9/30/07	X	X			X	
20.9.1		Conduct and Complete Detailed Requirements/Design tasks.	Prog Compl Svcs	Wyatt		Complete and accept all detail requirements and design deliverables.	10/1/06	8/31/07						
20.9.2		Complete O&M offeror evaluations and award O&M BPA contract.	Prog Compl Svcs	Wyatt		Complete offeror evaluations and award O&M BPA contract.	11/13/06	2/1/07						
20.9.3		Begin development of Phase 1.	Prog Compl Svcs	Wyatt		Begin development of Phase One.	9/1/07	9/30/07						
20.10	11.5	Complete School Eligibility Channel (SEC) improvements.	Prog Compl Svcs	Wyatt	Improve SEC's ability to retrieve documents needed for oversight and improve decision making on audits and financial statements.	This initiative will make improvements to some of the existing Program Compliance Systems (eZ-Audit, Electronic Records Management).	10/1/06	9/30/07						X
20.10.1	11.5.1	Modify eZ-Audit to incorporate enhancements identified in the SEC Standards Initiative core business process improvements.	Prog Compl Svcs	Wyatt		complete enhancements by 9/30/2007.	10/1/06	9/30/07						X
20.10.2	11.5.3	Enhance Electronic Records Management Performance.	Prog Compl Svcs	Wyatt		complete enhancements by 9/30/2007.	10/1/06	9/30/07						X
20.11		Develop a plan for an interagency agreement to conduct campus security site visits focusing on crime data verification.	Prog Compl Svcs	Minor/ Wyatt	Campus security is an important compliance area that requires expertise in analyzing crime statistics.	Development of a plan for an award of an interagency agreement by 9/30/2007.	10/1/06	9/30/07		X				
20.11.1		Conduct research to identify agencies that may have the expertise to conduct campus security site visits.	Prog Compl Svcs	Minor		Complete research by 12/31/2006.	10/1/06	12/31/06		X				
20.11.2		Determine feasibility of interagency agreement.	Prog Compl Svcs	Minor		Make decision on award of interagency agreement by 3/31/2007.	1/1/07	3/31/07		X				
20.11.3		Award interagency agreement if appropriate.	Prog Compl Svcs	Minor		Award interagency agreement by 9/30/2007, if appropriate.	4/1/07	9/30/07		X				
20.12	11.24	Analyze implementation of new SEC Standards procedures developed for the School Participation Teams.	Prog Compl Svcs	Tilton		Conduct impact analysis on new procedures. - Implement monitoring of SEC Standards procedures (Method of Payment and compliance audits.)	10/1/06	9/30/07		X				

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20.13	11.18	Implement Financial Management System (FMS) enhancements.	CFO	Thomas/ Hurt	<p>As part of the Ollie project and through the on-going FMS Change Management (CR) and Help Desk process, system and process improvement requirements have been identified. The improvement areas grouped into two categories: Form 2000 and Lender Reporting System (LaRS) enhancements -AND- Performance & Internal Control Improvements for FMS Operations.</p> <p>Form 2000 and LaRS enhancements - The continued analysis, design, testing, and implementation of these requirements will improve internal controls and improve customer satisfaction with the process of completing and submitting Federal Family Education Loan data.</p> <p>Performance & Internal Control Improvements for FMS Operations - The continued analysis, design, testing, and implementation of these requirements will reduce manual error handling, strengthen internal controls, and improve system performance.</p>	Meet or exceed 90% (score >= 45 out of 50) of the 10 Post Implementation Review (PIR) components: -Business Case & Vision Planning, Requirements vs. Implementation, Product Performance Metric, Security, Risk & Risk Mitigation, Technical Architecture, Cost, Schedule, Customer Use & Satisfaction, and Process Improvement & Innovation.	10/1/06	9/30/07	X	X				
20.14	11.20	Expand A-123A compliance into Internal Control Framework.	CFO	Blot/ Hurt/ Berger	Expanding the framework will drive consistency in how processes and controls are documented, managed, and assessed. Processes and controls documented as a function of the FY 2006 A-123A assessment and future efforts shall be in a consistent format, have shared data attributes, and will be stored in the same tool allowing for multiple reporting from a single source. The process and control documentation, for example, may also be leveraged for requirements definition for system procurements or implementations or allow for compliance testing for multiple purposes (e.g., Appendix A, Appendix C - Improper Payments, Joint Financial Management Improvement Program (JFMIP), etc.).	Successful implementation is measured by the following: -Developing new process and control documentation as a part of the FY 2006 A123A assessment or other initiative using the same standards (e.g., the review of Affiliated Computer Services, Inc (ACS)' operations and compliance controls over Loan Consolidation) and posting this documentation to Workplace for Business Controls and Reporting (WBCR) or other tool. -Incorporating into Education Department Performance Appraisal System (EDPAS) agreements for select Chief Financial Officer (CFO) staff the responsibility for developing and maintaining process and control documentation.	10/1/06	9/30/07		X			X	
20.15	11.21	Re-engineer reconciliation processes and expand the use of CheckFree.	CFO	Downing/ Berger	The reconciliations currently performed reconcile material balance sheet accounts and satisfy the minimum reconciliation requirements, but these are stand-alone processes and are not consistently performed at the transaction level. This results in reconciliation processes that are inefficient and not as effective as possible. Through the use of technology, the norm for Federal agencies and private sector companies today is a sustainable transaction based reconciliation process. To continue to enhance its reconciliation efforts, CFO needs to re-engineer it processes and automate using existing CheckFree reconciliation software.	Successful measures include: -Obtaining contractor support to analyze and evaluate Federal Student Aid's current reconciliation processes. -Developing a feasible and actionable strategy and plan to improve existing processes and further implement CheckFree. -Increasing number of FMSS to FMS reconciliations performed using CheckFree from 10 to 20. -Implementing three FMS to Source reconciliations in CheckFree (if deemed feasible during evaluation of current processes).	10/1/06	9/30/07		X				
20.16	11.3	Provide Common Servicers for Borrowers (CSB) implementation team with requirements/information/guidance in a timely manner.	CFO	Berger/ Marks	Support the successful implementation of the CSB system.	Formal project plan will be developed by CSB, in coordination with CFO; with CFO identified tasks and deadlines within the CSB project. Sign-off by CSB when tasks and deadlines are completed by CFO.	10/1/06	9/30/07		X	X		X	X

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20.17	11.7	Implement Information Framework (IF) / Student Aid History Management (SAHM).	CIO	Reddy/ Fontana/ Leith/ Wilson	Develop the IF/SAHM solution that will provide a Enterprise Analytics and Research, enterprise shared services, and common data architecture to support Federal Student Aid's business processes. This initiative supports the goal to modernize and implement an integrated set of information systems that will enable Federal Student Aid to efficiently manage and effectively control postsecondary education assistance programs, by providing for the management of student loan data for the management of both the Direct Loan and the FFEL Loan programs.	- Complete final report of all recommendations from the focus group participants to be incorporated in Statement of Objectives (SOO) functional requirements. - Prepare and release solicitation to build a component of the IF Integration Initiative by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	
20.17.1	11.7.1	During Federal Student Aid Conferences, meet with the community to discuss new FFEL Flows.	CIO	Reddy/ Wilson	Meeting with a diverse group of schools, lenders, and Guaranty Agency's (GA's) to discuss ideas on streamlining the FFEL process.	- Complete final report of all recommendations from the focus group participants to be incorporated in SOO functional requirements by 12/31/2006.	10/1/06	12/31/06	X	X	X		X	
20.17.2	11.7.4	Issue solicitation to compete to build initial component(s) of the IF solution.	CIO	Reddy/ Wilson	Use the information gathered from the market research to craft an effective approach to purchase the best solution for the best price.	- Prepare and release solicitation to build a component of the IF Integration Initiative by 9/30/2007.	5/11/07	9/30/07	X	X	X		X	
20.18	11.8	Provide technical recommendations for implementation of Enterprise Service Bus (ESB) technology, and build-out the target state Enterprise Service Bus for Federal Student Aid applications.	CIO	Reddy/ England	Improve Federal Student Aid's business operations and data management functions by providing an infrastructure that will support the transition from the current Federal Student Aid state to the enterprise target state vision.	Provide a robust and stable ESB through the following: - Determine target ESB architecture by 3/31/2007 - Build and configure the ESB by 9/30/2007 - Successfully migrate at least existing Enterprise Architecture Integration (EA1) applications by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	X

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
20.19	11.9	Develop and implement new functionality in the Enterprise Data Management (EDM) Program that supports Federal Student Aid business areas and focuses on data as an enterprise asset.	CIO	Reddy/ Hyland/ Horn	Proper implementation of an EDM Program will reduce development costs by reusing work, will increase quality by reusing work already tested and developed, and will enhance enterprise information and understanding.	- Gain enterprise approval of an Enterprise Data Governance Process by 8/30/2007. - Implement a Data Model Registration process by 6/30/2007 that allows for the registration of all five current system models. - Develop best practice information regarding Data Conversion and Architecture Naming Conventions by 9/30/2007. - Implement an Enterprise Data Quality Scorecard by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	
20.19.1	11.9.3	Develop an Enterprise Data Governance Work Group and Enterprise Data Governance Process.	CIO	Reddy/ Hyland/ Horn	This Work Group creates an enterprise understanding of data and requires Business Capability Areas to work as an enterprise team (regarding shared assets). This Data Governance Work Group is where a member of each Business Capability Areas will gather and work to develop a enterprise version of data.	Gain enterprise approval of an Enterprise Data Governance Process by 8/30/2007.	10/1/06	8/30/07	X	X	X		X	
20.19.2	11.9.4	Develop a Data Model Registration process.	CIO	Reddy/ Hyland/ Horn	Data Models are reusable enterprise assets. Currently, there is no systematic way to collect and store system data models. There is value in having current (with version control) models registered with EDM to ensure this asset remains a Federal Student Aid asset available for use by the enterprise.	Implement a Data Model Registration process by 6/30/2007 that allows for the registration of all five current system models.	10/1/06	6/30/07	X	X	X		X	

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20.19.3	11.9.6	Develop best practice information regarding Data Conversion and Architecture Naming Conventions.	CIO	Reddy/ Hyland/ Horn	Data Conversion is a difficult task in systems development. Best practice information regarding these topics will assist business owners in contract evaluation and implementation of new development projects.	Develop best practice information regarding Data Conversion and Architecture Naming Conventions by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	
20.19.4	11.9.7	Develop an Enterprise Data Quality Scorecard.	CIO	Reddy/ Hyland/ Horn	A Data Quality Scorecard will place emphasis on data quality issues across the enterprise. This task is a step in sharing data quality improvements across the enterprise Business Capability Areas.	Implement an Enterprise Data Quality Scorecard by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	
20.20	11.10	Implement the Portal Strategy and Prototype.	CIO	Coleman/ Wolff	Federal Student Aid's web presence of 73 web sites does not support its vision to simplify the user experience for conducting business on the web. By implementing a consistent, managed view for users, consolidating information and services, and establishing enterprise standards, Federal Student Aid can improve usability and satisfaction, reduce complexity, and have greater visibility into development and maintenance costs. Also, moves Federal Student Aid closer to our Target State Vision.	- Identify Quick Hit opportunities for EAI interfaces to the Portal by 1/31/2007. - Develop an acquisition package to implement Quick Hits by 6/30/2007. - Provide on-going guidance to new Federal Student Aid development efforts.	10/1/06	9/30/07	X				X	X

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20.21	11.27	Implement the ADvance Solution.	CIO	McMahon	The ADvance project directly supports the goals of the Performance Based Organization (PBO) enabling legislation and represents the third major system integration initiative. The ADvance solution will apply key architectural solutions, including middleware technologies, to integrate with other modernized systems and legacy systems to enable data sharing and reduce redundancies. It will, among other things, increase operational effectiveness, reduce costs, and integrate processes and systems to facilitate streamlined aid delivery.	- Complete development of high level requirements for use in procurement by 3/31/2007. - Develop contracting strategy in alignment with Federal Student Aid's acquisition strategy by 4/30/2007. - Prepare and release solicitation to build a component of the ADvance solution by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	X
20.21.1	11.27.1	Complete requirements work related to ADvance functions to support solution definition.	CIO	McMahon		Complete development of high level requirements for use in procurement by 3/31/2007.	10/15/06	3/31/07	X	X		X		X
20.21.2	11.27.2	Issue solicitation to compete the development of the initial component(s) of the ADvance solution.	CIO	McMahon		- Develop contracting strategy in alignment with Federal Student Aid's acquisition strategy by 4/30/2007. - Prepare and release solicitation to build a component of the ADvance solution by 9/30/2007.	10/1/06	9/30/07	X	X			X	X
20.22	11.32	Implement Enterprise Operational Change Management.	CIO	Fillinich/O'Hara	Improve operational oversight of Federal Student Aid delivery systems by implementing processes and establishing a governance process to manage and coordinate data, application, or system changes across the enterprise.	- Determine metrics and approach for evaluating operational improvements for managing changes by 3/31/2007. - Establish and implement a quarterly survey process to obtain participant feedback and achieve a 90% response rate, with 90% satisfaction by 9/30/2007.	10/1/06	9/30/07	X	X		X	X	X
20.23		Establish Phase I of Enterprise Testing Standards	CIO	Coleman/Edwards	Support Federal Student Aid by implementing standards for testing applications throughout the organization using best industry test practices and best practices already in use at Federal Student Aid.	- Create Enterprise Testing Standards Handbook Version 1.0. - Create testing CDRLs (Contract Data Requirements Lists) and DIDs (Data Item Descriptions) for addition to solicitation packages. - Provide ongoing guidance to Federal Student Aid development projects (e.g. IVRU and IPM).	10/1/06	9/30/07	X	X			X	X

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately
20.24		Improve Organizational Security.	CIO	Feely/ Ingwalson	Develop an overall framework for security and information assurance. The framework consists of three performance areas: Policy and Practice; Prevention and Detection; and Incident Response.	- Complete detailed documentation of current state of security controls in two priority areas by 3/31/2007. - Develop implementation plan of prioritized security vulnerabilities by 6/30/2007. - Implement supportive actions for Cyber-Security Team by 9/30/2007. - Identify and implement security management teams by 3/31/2007.	10/1/06	9/30/07	X	X			X	
20.24.1		Establish a Cyber-Security Team and its operation. Staff with federal and contractor hours as needed to accomplish this year's goals.	CIO	Feely	Develop an overall framework for security and information assurance and implement high-value, tactical security improvements.	- Identify staffing needs and document position specifics by 3/31/2007. - Recruit and on-board security lead by 6/30/2007. - Complete overall plan for team implementation by 9/30/2007.	10/1/06	9/30/07		X	X		X	X
20.24.2		Identify and implement security management teams for priority initiative oversight and tracking	CIO	Ingwalson	Security of Federal Student Aid Systems and applications is continually enhanced through Federal and Departmental initiatives that are mandated by Congress, recommended through Audit reviews, and are required for good business practices. Some enhancements require immediate actions to prevent information and system compromises. These priority improvements require structured management and controls to ensure they are implemented to reduce the risk on the confidentiality, integrity and availability of our systems.	- Draft Special Interest Charter(s) by 1/15/2007. - Identify individuals for additional duties by 2/15/2007. - Establish recurring, continuing Special Interest Management Team(s) and conduct first meeting by 3/31/2007. - Team(s) Finalizes Charter(s) by 4/15/2007. - Provide Performance Measures for Team Members to enter into their individual Performance Plans by 3/31/2007.	10/01/06	04/15/07	X	X			X	

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20.25		Support ongoing system development and upcoming procurements by establishing technical policies, standards and application guides for enterprise and vendor use.	CIO	Reddy/ Woods	Ensure that procurements requiring system development activities consistently meet Federal Student Aid system development quality standards, consistently leverage standardized technologies and are consistent with Federal Student Aid Target State Vision.	- Complete first iteration of Federal Student Aid Technology policies and standards document by 4/15/2007. - Conduct at least two updates by 9/30/2007. - Provide application guides/reference architectures to each new FY2007 system development effort prior to the start of development. High-level architectural frameworks by 4/15/2007 and detailed application frameworks by 9/30/2007. - Develop standard IT requirements and language to be used in acquisition of systems in time for ADVance, CSB and IF/SAHM solicitations by 9/30/2007.	10/1/06	9/30/07	X	X	X	X	X	X
20.26		Develop Enterprise Access Management Strategy.	CIO	Reddy/ Wandler	The Federal Student Aid Security Architecture provides the infrastructure and framework for access control, identity management, and auditing consistent with the business process flows across the Federal Student Aid enterprise. The goal of the Enterprise Access Management is to control access to systems and their processes, consistent with defined roles and responsibilities and to control user access to information, consistent with information classification and privacy guidelines.	Develop comprehensive and effective policies, processes, and procedures (workflows) with the aim of managing the lifecycle of user accounts, which includes the creation, maintenance, and deletion of user accounts for contractors, employees, and all other users of all Federal Student Aid enterprise systems by 9/30/2007.	10/1/06	9/30/07	X	X	X		X	X
20.26.1		Develop a high-level conceptual model of the interaction between Security Architecture and Integrated Partner Management.	CIO	Reddy/ Wandler	The responsibilities and interface points between Security Architecture, Integrated Partner Management, and other Federal Student Aid systems must be documented. A high level conceptual architecture ('How all systems work together') in Federal Student Aid Security Architecture will include functionality, processes, interfaces and dependencies among all systems that are involved in Identity and Access Management for all users.	- Create a high-level conceptual model of the interaction between Security Architecture and Integrated Partner Management by 12/15/2006 for use during IPM detail requirements formulation to ensure that no gaps remain.	10/1/06	3/31/07	X	X	X		X	X

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20.26.2		Define enterprise roles and attributes.	CIO	Reddy/ Wandler	Access to Federal Student Aid systems will be granted based on enterprise roles that are assigned to individuals during the provisioning process. Enterprise roles provide integrated, consistent, and seamless access to services and resources throughout the organization. A process for elicitation of responsibilities and functions performed by a user within the organization is required. This process will form the basis for the development of a 'role elicitation wizard,' and this wizard would be deployed during the provisioning process.	- Complete Enterprise Roles definition document to include attribute definition by 3/31/07.	10/1/06	3/31/07	X	X	X		X	X
20.26.3		Develop a security framework for system-to-system transactions within Federal Student Aid Security Architecture.	CIO	Reddy/ Wandler	In Federal Student Aid's Target State Vision environment, many system-to-system transactions will occur among Federal Student Aid systems and partner systems for batch and web services operations. These system-to-system transactions do not involve individual identities but rather rely on system identities.	- Define security architecture for system-to-system transactions that do not involve individual identities but rather rely on system identities by 9/30/2007, in time for use by ADVance, CSB, IPM and IF/ SAHM.	10/1/06	9/30/07	X	X	X		X	X
20.27		Develop an effective Gateway Strategy.	CIO	Reddy/ Wandler	The goal of the Target State Vision Gateway solution is to provide Federal Student Aid with a reliable and secure way to communicate and exchange data with external partners, such as lenders, schools, other government agencies, and GAs , providing a single secure access point for data exchange between internal and external systems.	- Develop a conceptual framework for Gateway solution that delivers a reliable and secure means of communication and data exchange with external partners by 9/30/2007. - Encapsulate existing functionality of Student Aid Internet Gateway (SAIG) and other communication vehicles in the Gateway architecture by 9/30/2007.	10/1/06	9/30/07	X		X		X	X
20.27.1		Analyze external interfaces and gather Gateway business requirements.	CIO	Reddy/ Wandler	Federal Student Aid exchanges data with external partners using a variety of different communication vehicles. Some of the present-state communication vehicles include propriety Business-to-Business (B2B) solutions (SAIG), Virtual Private Networks (VPNs), computer tape transfers and File Transfer Protocol (FTP) sites. Capture new and existing requirements for the Federal Student Aid Gateway system and breakdown the requirements to support each of the new Federal Student Aid initiatives, replacing and building upon SAIG developing new and effective processes and procedures.	- Capture detailed business requirements for the Gateway architecture by 6/30/2007. - Perform detailed and extensive analysis of external interfaces by 9/30/2007.	10/1/06	9/30/07	X		X		X	X

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20.28		Provide leadership in assessing development methodologies and assess and define an application development approach and methodology for Federal Student Aid.	CIO	Reddy/ McMahon	Identify areas in the existing Federal Student Aid application development methodology which can be improved to permit early detection of problems. Examine disparate application development methodologies, which include rapid development, extreme programming, waterfall development and define an iterative approach best suited for the Federal Student Aid development efforts.	- Define an iterative development model for Federal Student Aid application development in time for ADVANCE, CSB and IF/SAHM procurements.	10/1/06	9/30/07	X	X	X		X	X
20.28.1		Improve requirements definition and define tools.	CIO	McMahon	One of the reasons for failure of major software projects is ad hoc requirements management and undetected inconsistencies in requirements, design, and implementation. The industry best practice is to develop a solution model which is use case centric describing all of the interactions that the users will have with the software as well as functional requirements and non-functional requirements.	- Define an improved requirements definition process to include the use of a standard requirements definition methodology and toolset (e.g., Rational Unified Process (RUP)), and develop a requirements definition process and policy document.	10/1/06	9/30/07	X	X	X		X	X
20.28.2		Define an iterative development approach for Federal Student Aid.	CIO	Reddy	It is difficult to develop large sophisticated application systems in a single step because requirements will often change throughout a project development due to architectural constraints or a greater understanding of the original problem. Iterative development approach allows the project to be successfully refined and risks are addressed early in the development cycle. Ideally each iteration cycle ends up with an executable of a small self contained software component that provides one or more business functions.	Develop and document an iterative application development process for use in Federal Student Aid in time for next system development procurement. - Develop draft document by 3/31/2007. - Review with Federal Student Aid business owners and finalize the document by 6/30/2007.	10/1/06	6/30/07	X	X	X		X	X
20.29	11.33	Internal Review training and software.	Ent Perf Mgmt	White/ Sefton	Federal Student Aid has an internal review function to assess the effectiveness of internal controls over operations and functions and to assess the efficiency and effectiveness of those operations/functions.	- Continue to develop Internal Review staff through training and professional development. - Implement TeamMate Commercial off-the-shelf (COTS) audit work paper management tool.	10/1/06	9/30/07		X	X	X	X	X
20.29.1	11.33.1	Continue to develop Internal Review staff through training and professional development.	Ent Perf Mgmt	Sefton		-Each current internal review staff member will have an Individual Development Plan (IDP) in place at the beginning of each performance appraisal period. -New employees will have an IDP in place within 90 days of beginning work.	10/1/06	9/30/07				X		X
20.29.2	11.33.2	Implement TeamMate COTS audit work paper management software to support internal review function.	Ent Perf Mgmt	White		Implement COTS audit work paper management and workflow software and train staff on its use.	10/1/06	9/30/07						X
20.30	11.34	Create improved systems and methods for analyzing data, assessing risk and monitoring for potential problems.	Ent Perf Mgmt	Dore	Enhanced data analysis capabilities help support Federal Student Aid and Enterprise Risk Management Group objectives by providing improved capabilities for analyzing data, assessing risk, and identifying potential problems in a more timely manner. All of this should help Federal Student Aid further its efforts to reduce vulnerabilities to fraud, waste, abuse, and mismanagement.	Enhance automated risk-focused interrogation reporting system related to data resident in the Postsecondary Education Participant System (PEPS), Central Processing System (CPS) and/or NSLDS systems by 9/30/2007.	10/1/06	9/30/07		X	X		X	X
20.31	11.35	Continue implementation of Enterprise Risk Management (ERM) strategy at Federal Student Aid using the Committee of Sponsoring Organizations (COSO) ERM - Integrated Framework. Utilize other methods and tools, as appropriate, to help create a process for managing risk across the entire Federal Student Aid organization.	Ent Perf Mgmt	Dore	Enhanced risk management and internal review capabilities will enable Federal Student Aid to: - reduce redundancies. - better utilize resources. - make more informed strategic decisions. and - limit the impact of catastrophic or unusual events.	Formalize high-level ERM implementation strategy and obtain Enterprise Risk Management Committee approval for this strategy by 11/30/2006. Develop supporting project plans and timelines for conducting ERM activities and provide updates to the Enterprise Risk Management Committee and Chief Operating Officer on a quarterly basis through 9/30/2007.	10/1/06	9/30/07		X	X	X	X	X

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20.31.1	11.35.1	Using the ERM implementation strategy, develop a project plan and timeline for conducting the initial activities of the COSO ERM.	Ent Perf Mgmt	Dore		Complete project plan(s) and associated timelines for conducting initial activities of the COSO ERM Integrated Framework: Internal Environment, Objective-Setting, and Event Identification, by 12/31/2006.	10/1/06	5/31/07		X				X
20.31.2	11.35.2	Conduct the first two phases of the COSO ERM Framework – Internal Environment and Objective Setting – as defined in the Sep 2004 release of the COSO Framework.	Ent Perf Mgmt	Dore		Document the internal environment and objective-setting activities related to risk – as defined in the September 2004 release of the COSO Framework – by 3/31/2007.	12/31/06	6/30/07		X				X
20.31.3		Facilitate the performance of an objective high-level risk assessment of Federal Student Aid and its programs.	Ent Perf Mgmt	Dore		Identify the top 10 to 15 most significant risks facing Federal Student Aid and the achievement of its strategic objectives. Prepare a report for the COO and Enterprise Risk Management Committee by 3/31/2007 documenting these risks and providing an assessment on how well these risks are currently being managed.	10/1/06	5/31/07						
20.31.4	11.35.3	Partially conduct the third phase of the COSO ERM Framework – Event Identification – as defined in the Sep 2004 release of the COSO Framework.	Ent Perf Mgmt	Dore		Identify and document risk-related events for 25% of the mission critical operational activities, or primary business areas, as approved by the Enterprise Risk Management Committee, by 6/30/2007.	1/31/07	6/30/07		X				X
20.32	11.13	Manage the implementation of functionality in Enterprise Management Support System (EMSS) as directed by the Executive Management Team (EMT).	Ent Perf Mgmt	Kuriatnikova		New functionality as directed by the EMT is successfully implemented into EMSS within +/- 10% of agreed upon project schedule implementation dates.	10/1/06	9/30/07						
20.33	11.17	Provide project management educational opportunities that will foster a better performing project management workforce at Federal Student Aid.	Ent Perf Mgmt	Kuriatnikova		Provide at least six project management related courses.	10/1/06	9/30/07				X		
20.34	11.36	Implement Higher Education Reconciliation Act (HERA) of 2005 change items.	Bus Ops - Immediate Office	Szabo	Regulatory changes require implementation of these items.	Operational changes, system changes, and communication for all change items have been successfully completed.	10/1/06	9/1/07		X			X	X
20.34.1	11.36.2	Complete the implementation of the following HERA changes (Group C): - Simplified Needs Test - Active-Duty Military Automatically Independent - Treatment of Qualified Education Benefit - Treatment of Small Business in Need Analysis - Treatment of State Assistance in Need Analysis - Drug Conviction Eligibility - Raises Zero-Expected Family Contribution (EFC) Threshold	Bus Ops - App, Ops & Del Svcs	Leith/ O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Simplified Needs Test - Active-Duty Military Automatically Independent - Treatment of Qualified Education Benefit - Treatment of Small Business in Need Analysis - Treatment of State Assistance in Need Analysis - Drug Conviction Eligibility - Raises Zero-EFC Threshold	10/1/06	1/1/07		X			X	X
20.34.2	11.36.3	Implement the following changes (Group D): - Increase Loan Limits in FFEL & DL	Bus Ops - App, Ops & Del Svcs	Leith/ O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Increase Loan Limits in FFEL & DL	10/1/06	4/14/07		X			X	X
20.34.3	11.36.5	Complete the Common Origination and Disbursement (COD) System implementation of the following changes (Group F): - Academic Competitiveness Grants (ACG) - National Science and Mathematics Access to Retain Talent Grant (National SMART Grant)	Bus Ops - App, Ops & Del Svcs	Leith/ O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - ACG - National SMART Grants	10/1/06	4/14/07		X			X	X
20.34.4		Implement the following changes (Group B): - Increase Income Protection Allowances (IPA) - Reduction in Asset Conversion Rates - Revised IPA Tables (Changes to Assessment Rates)	Bus Ops - App, Ops & Del Svcs	Leith/ O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Increase Income Protection Allowances - Reduction in Asset Conversion Rates - Revised IPA Tables (Changes to Assessment Rates)	10/1/06	1/1/07		X			X	X
20.34.5	11.36.10	Implement the following changes (Group K): - Active Duty Military Deferment -New value for NSLDS interface -CSB Processing of Active Duty Military Deferment - Identity Theft to False Cert Discharge - New value for NSLDS interface - CSB Processing of Identity Theft Discharge -CSB passes to COD	Bus Ops - Borr Svcs	Hernandes/ Gabrielli		Implement the following operational and system enhancements - Active Duty Military Deferment -New value for NSLDS interface -CSB Processing of Active Duty Military Deferment - Identity Theft to False Cert Discharge - New value for NSLDS interface - CSB Processing of Identity Theft Discharge -CSB passes to COD	10/1/06	9/30/07		X			X	X
20.34.6	11.36.11	Implement the following changes (Group L): - Standardize Repayment Plans on FFEL Model	Bus Ops - Borr Svcs	Hernandes/ Gabrielli		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Standardize Repayment Plans on FFEL Model	10/1/06	9/30/07		X			X	X

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20.34.7	11.36.12	Implement the following changes (Group M) : - Subsequent Consolidation Loan Eligibility - Improvements to systematic limitations on consolidation of previously consolidated loans - FFEL Borrower and Direct Consolidation Loans - Improvements to systematic limitations on consolidation of FFEL loans by DL consolidations - Income Contingent Repayment (ICR) repayment plans available to DL PLUS consolidation borrowers - Removal of credit checks for DL PLUS consolidations	Bus Ops - Borr Srvs	Hernandes/ Gabrielli		Implement the following operational and system enhancements: - Subsequent Consolidation Loan Eligibility * Improvements to systematic limitations on consolidation of previously consolidated loans - FFEL Borrower and Direct Consolidation Loans * Improvements to systematic limitations on consolidation of FFEL loans by DL consolidations * ICR repayment plans available to DL PLUS consolidation borrowers * Removal of credit checks for DL PLUS consolidations	10/1/06	9/30/07		X			X	X
20.34.8	11.36.13	Implement the following changes (Group N): - Eligibility for PLUS Borrowers Convicted of Fraud - Cost of Attendance for less than half-time students - Inclusion of costs for obtaining professional credential in Cost of Attendance - Title IV Fraud Convictions - IRS Match	COO - Policy	Baker		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Eligibility for PLUS Borrowers Convicted of Fraud - Cost of Attendance for less than half-time students - Inclusion of costs for obtaining professional credential in Cost of Attendance - Title IV Fraud Convictions - IRS Match	4/1/07	7/1/07	X			X	X	